

Carnegie Corporation of New York





ANNUAL REPORT 2002-2003

Carnegie Corporation of New York

Carnegie Corporation of New York was created by Andrew Carnegie in 1911 to promote “the advancement and diffusion of knowledge and understanding.” Under Carnegie’s will, grants must benefit the people of the United States, although up to 7.4 percent of the funds may be used for the same purpose in countries that are or have been members of the British Commonwealth, with a current emphasis on sub-Saharan Africa. As a grantmaking foundation, the Corporation seeks to carry out Carnegie’s vision of philanthropy, which he said should aim “to do real and permanent good in this world.”

PICTURED ON THE COVER is the first meeting of the board of trustees of Carnegie Corporation of New York. Standing (left to right): Henry S. Pritchett, James Bertram, Charles L. Taylor, Robert A. Franks. Seated (left to right): William N. Frew, Robert S. Woodward, Elihu Root, Andrew Carnegie; also, Margaret Carnegie (Miller) and Louise Carnegie (Mrs. Andrew Carnegie).

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Note: This is a combined 2002-2003 annual report; grants and finances for each of these years are listed separately for ease of reference.



ANNUAL REPORT 2002-2003

Report of the President

Vahtan Gregory

Transparency and Accomplishment: A Legacy of Glass Pockets

By Vartan Gregorian

My chief happiness...lies in the thot [sic] that even after I pass away, the welth [sic] that came to me to administer as a sacred trust for the good of my fellowmen is to continue to benefit humanity for generations untold.

—Andrew Carnegie

The words of Andrew Carnegie with which I begin this essay for me embody one of the fundamental principles that must undergird the work of a philanthropic foundation: an absolute dedication to advance the welfare of humanity. Carnegie was not only the founder but also the first president of Carnegie Corporation of New York; our ninth president, John Gardner, articulated a second principle that must always be coupled with the first. He said, "A foundation should practice full disclosure. The larger it is, the

more energetically it should disseminate full information on its activities."

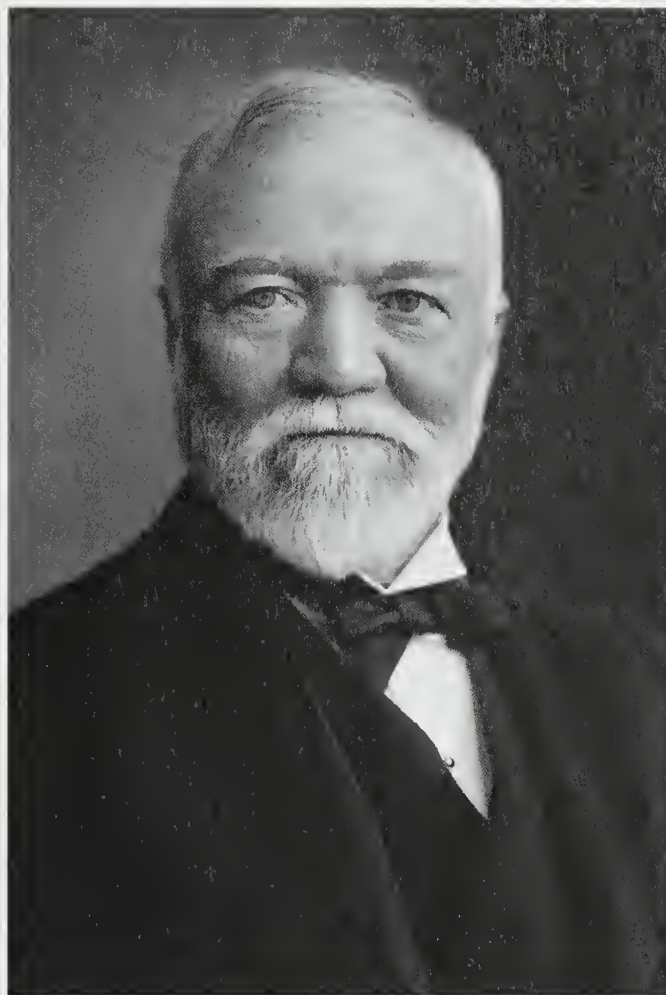
Wealth is nothing new in the world—even the Bible mentions rich men (though often disparagingly, I might point out). It was our founder, Andrew Carnegie, along with others such as John D. Rockefeller, J.P. Morgan, Andrew W. Mellon, J. Howard Pew, Henry Ford and Henry Phipps who, at the beginning of the 20th century, brought a new concept to the idea of wealth, which was to use it imaginatively, constructively and systematically for

Editor's Note: Photos of the eleven presidents of Carnegie Corporation of New York preceding Vartan Gregorian are included in the pages of this essay.

the public good and to create institutions that would be dedicated to that purpose. Andrew Carnegie was very clear, as well, about his wish to see the money with which he endowed this foundation reinvested, in perpetuity, to serve the public.¹ In the November 10, 1911, letter of gift to Carnegie Corporation of New York, he wrote about the continuation of the personal philanthropic efforts he had begun. Using the abbreviated spelling he sometimes favored, he said, “My desire is that the work which I have been carrying on, or similar beneficial work, shall continue during this and future generations.”

When Carnegie transferred the bulk of his wealth to the Corporation, he also dispatched those funds across a kind of Rubicon of responsibility, because the money was no longer to be under the personal control of an individual, to be disseminated as the individual saw fit. Rather, it would be administered by an organization governed by rules, overseen by trustees and accountable to the public it proclaimed that it wanted to serve and, in time, to state regulators and the federal government.²

Andrew Carnegie himself had no quarrel with these oversights. In 1915, for example, testifying before a special Industrial Relations Commission appointed by President Woodrow Wilson to study the field of labor-management relations, he was asked about regulations that might apply in other areas and to entities such as foundations. When the question was posed as to whether or not he thought the state or federal government should exercise any



ANDREW CARNEGIE

1ST PRESIDENT OF CARNEGIE CORPORATION OF NEW YORK
1911-1919

supervisory control over these institutions, he replied, “Why, I would be delighted to welcome them.” Later, when he was asked if he thought that full publicity should be given to the activities of foundations, he answered that he believed in advertising. “I would like more men, more people to get interested in my foundation,” he declared.

But perhaps the responsibility to be accountable that is inherent in creating an institution such as Carnegie Corporation³ was best summed up by one of our earlier trustees, who declared that it was incumbent upon

¹ The Corporation’s capital fund, originally donated at a value of about \$135 million, had a market value of \$1.8 billion on September 30, 2003.

² Currently, foundations must spend a minimum of five percent of their assets for charitable purposes each year; if they fail to spend at that rate they would be subject to tax penalties and even, in extreme cases, be in danger of losing their tax-exempt status.

³ This foundation has the misleading and corporate-sounding name “Corporation” because by the time Andrew Carnegie established it, in 1911, he had already used the words *foundation*, *endowment*, *institution*, *institute*, *trust* and *fund* in setting up other philanthropies.



ELIHU ROOT

2ND PRESIDENT OF CARNEGIE CORPORATION OF NEW YORK
1919-1920

foundations to have “glass pockets.” When I assumed the presidency of the foundation in 1997, I wholeheartedly welcomed that ideal as a guidepost for both the past and the years ahead. In fact, my first essay for the Corporation’s annual report was built around that theme. I wrote, “Freedom from political pressure is as necessary for the viability of private foundations as it is for institutions of higher education, but so is transparency... Foundations should stand for the best ideas and impulses of the American people, their idealism, altruism and generosity. Because of this, their values, and how they conduct themselves, must be higher than the prevailing standards. We are accountable not only before the law and the court of public opinion, but before history, as well.”

Looking back, it is evident that the concept of transparency has been a guiding principle of this foundation from the start. As early as 1922—setting a pattern that has remained consistent throughout the 93-year history of the Corporation—the officers of the foundation were thinking and writing about their personal and professional responsibility to ensure that the Corporation’s work was carried out in as thoughtful, forthright and accountable a manner as possible, while endeavoring, always, to plan for future generations. In the *Report of the Acting President for the Year Ended September 30, 1922*, Henry S. Pritchett, acting president of the Corporation from 1921-23, wrote, “[Under the charter of the Corporation], the policy pursued from the outset by its founder, and later consistently adhered to by its trustees, has followed a definite principle. According to this principle [the foundation has conceived its function to be] that of an agency charged with the duty of studying and estimating those forces and institutions that make for the advancement and diffusion of knowledge... Thus, if the trustees of to-day [sic] use the funds for mediocre or for unfruitful purposes, even with the best intentions, the trustees of the next generation shall have in their hands the same power for usefulness that belonged to their predecessors.”

The Corporation, through its officers, staff and trustees, has also made a consistent effort to demystify its work, given that the very nature of what it does can be confusing to some. Since many people know little, if anything, about the activities of foundations, they may be prone to think that the only responsibilities foundation staff have are to read proposals, pick the projects they like and write checks. The truth is that the Corporation is—and has always been—deeply committed to the idea of communicating as clearly and in

as much depth as possible how it conceives of its mission, which can only be fulfilled by helping grantees to facilitate their work and carry out the projects that are supported with Corporation funding. In his 1922 report, Pritchett acknowledged the full weight of this responsibility, writing, “It is the difficult duty of the Corporation to select with discrimination from the many well-intentioned efforts, those that seem in their judgment most likely to make the greatest contribution to knowledge and understanding...”

In 1946, under the Corporation’s seventh president, Devereux C. Josephs, who served from 1945-48, the *Reports of Officers for the Fiscal Year Ended September 30, 1946*, also addressed the question of choosing between those “many well-intentioned efforts.” Discussing, for example, the fact that provision of a fair retirement income, inherent in the establishment of the Teachers Insurance and Annuity Association (TIAA), which was launched with “capital and initial subsidies from the Corporation,” had now been inculcated into American society through the Social Security system—a shining example of foundation money acting as a contributing lever for social change—the report acknowledges that it’s time for Carnegie Corporation to identify new opportunities. In doing so, however, it must continue to adhere to the principle of using its resources as effectively as possible and explain how it will make its decisions in that regard. Therefore, the report states, “it is in order to set down as clearly as possible how and where this principle may be translated into action.” The report then proceeds to do just that, identifying specific goals, with a focus on those that will have “lasting influence.”

The post-World-War-II period—the Cold War years—presented new challenges

to the Corporation, which by the mid-point of the century had already been carrying out grantmaking for almost four decades. In 1955, building on the legacy of openness and honesty about how Carnegie Corporation conducts its activities over both the long term and on a day-to-day basis—and seeking to renew and restate the processes involved in managing a foundation and its assets in light of changing times—John W. Gardner, president of the Corporation from 1955-1967, wrote an entire essay about *The Work of a Foundation*. In this publication, Gardner describes, in detail, many aspects of a foundation’s work. He covers subjects such as *The Morning Mail* (“Proposals which come in by mail form a high proportion of the daily input...The best foundations are sympathetically attentive to every visitor and every letter...”); *How Decisions Are Made* (“...the first step which a foundation must take down the road toward wise decisions is to limit its field to some degree...but of course, no foundation will wish to draw up rules so rigid that it cannot occasionally respond to an imaginative idea even though it may be out of program...”); *Giver, Receiver and Gift* (“The relationship between the foundation officer and the [people] who seek and receive foundation funds is a highly disciplined and honorable relationship...A foundation must be precisely clear concerning its intentions and must honor even implied commitments”).

Still, as Gardner points out in that essay, though “The major foundations, such as those associated with the names of Rockefeller, Ford and Carnegie, are meticulous in reporting to the public on the nature of the grants which they make...[v]ery few citizens have the faintest notion of how they go about doing it.” In the present day—following in the spirit of Gardner’s effort to make the work

of the Corporation transparent to all, and concerned that today's generation may still be unsure about what foundations do or how to approach them—we use the tools of modern technology to put not only all our program guidelines and grantmaking policies and procedures on our web site (www.carnegie.org), but also to make available an interactive quiz that helps grantseekers to quickly determine whether their project dovetails with the Corporation's fields of interest. For grantseekers who want to send in a funding request, the "How to Apply for a Grant" section of our web site offers detailed instructions about the narrative, budget and other information that should be included in a proposal.

Our web site also offers an easily searchable database that can almost instantly call up more than a decade's worth of grants—over 4,000, giving a comprehensive picture of the institutions and projects we've funded. This information is updated quarterly, after every Corporation board meeting, when grants are decided upon.

Foundation Staff: A Responsibility to the Public

The true worth of a foundation cannot be determined just by the value of its endowment and by how well it carries out its mission; the quality of its leadership is also a key factor in judging excellence, as is the adherence of foundation officers and staff to an exemplary level of performance and behavior in carrying out the institution's work. It is not just the management of wealth that matters in maintaining a foundation's relevance, but also the manner in which that wealth is

equitably and responsibly disseminated by those who have taken on this task.

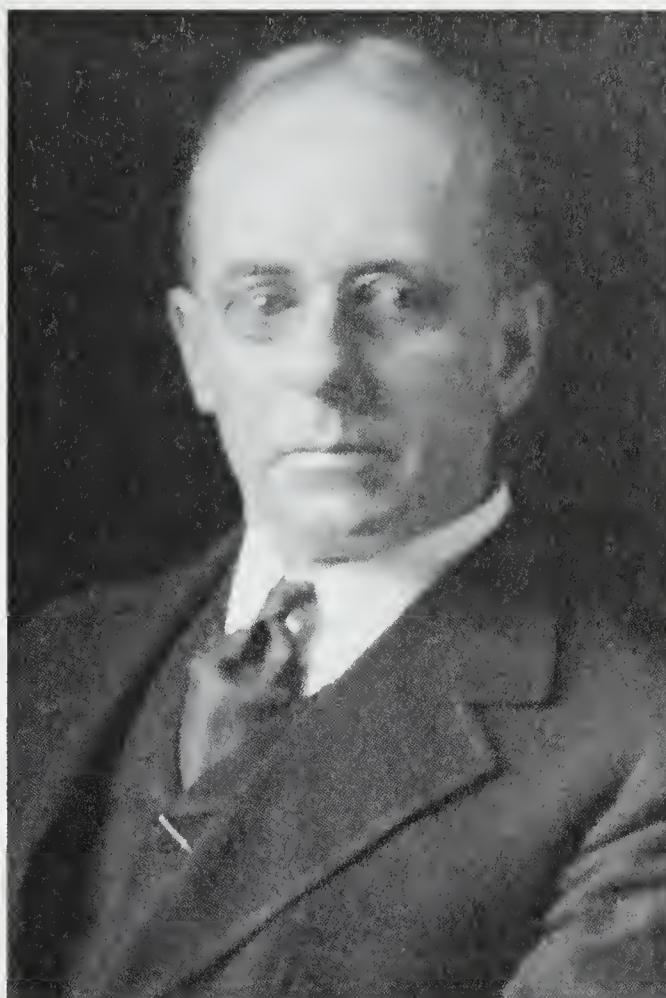
The personal conduct of Corporation staff in carrying out the foundation's business is an area that we have consistently addressed over time. This issue was of particular concern to Alan Pifer, the Corporation's tenth president, who served from 1967-82 (he also served as acting president from 1965-67). In a 1968 essay called *Foundations at the Service of the Public*—the title in itself a strong signal of how committed Pifer was to Andrew Carnegie's "sacred mandate" of serving his fellow men—Alan Pifer wrote that one way of ensuring that foundations have the highest value they can to society is to see that they are run by "trustees and staff whose sole loyalty is toward the long-run public good." In a 1984 publication, written for the Council on Foundations and entitled *Speaking Out: Reflections on 30 Years of Foundation Work*, Pifer delved more deeply into this subject. He began by explaining his rationale for why foundations and their personnel should always bear in mind that they occupy a unique position in society. He wrote, "[There is a] great need for everyone connected with foundations, either as trustees or staff, to understand that the funds committed to their charge are very special and should be used only to accomplish important things that will otherwise not be accomplished... I have always felt...that, because they are such privileged institutions and because they have so much potential for unusual service to the society, foundations should be judged by a higher standard."

Pifer's sentiments were echoed by his successor—and my immediate predecessor—David A. Hamburg, the Corporation's eleventh president, who served from 1982-1997. In a 1998 interview that was part of the

“Conversations with History” series of the Institute of International Studies at the University of California at Berkeley, Hamburg said, “[F]oundations have great opportunities...they have scope and flexibility to address a very wide range of problems, including extremely hard problems that people would rather not think about, that look truly intractable...That is a great privilege.”

In *Reflections on 30 Years of Foundation Work*, Pifer wrote very specifically about how an individual who has the “great privilege” of working at a foundation should conduct himself or herself. He said, “Above all other aspects of foundation work, I would put the human factor. I mean by this the attitudes and behavior of foundation staff members. If they are arrogant, self-important, dogmatic, conscious of power and status, or filled with a sense of their own omniscience—traits which the stewardship of money tends to bring out in some people—the foundation they serve cannot be a good one. If, on the other hand, they have genuine humility, are conscious of their own limitations, are aware that money does not confer wisdom, are humane, intellectually alive and curious people...the foundation they serve will probably be a good one. In short, the human qualities of its staff may in the end be far more important to what a foundation accomplishes than any other consideration.”

While certainly a hallmark of Pifer’s presidency, these golden rules have guided the foundation throughout its history. In recent years, we have expanded and even codified them to ensure that the values by which we mark and measure our professional lives at the Corporation are not just implicit in our work and our conduct but are explicitly spelled out. We have done this, in part, by creating a series of policies to which all those

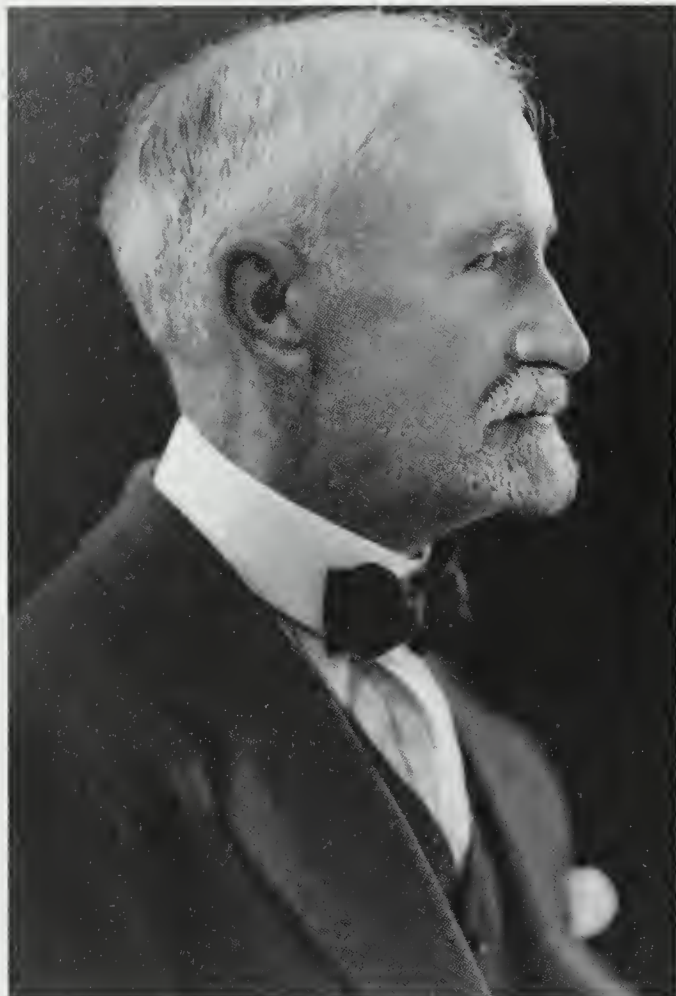


JAMES R. ANGELL

3RD PRESIDENT OF CARNEGIE CORPORATION OF NEW YORK
1920-1921

employed by the Corporation are asked to adhere, and which the board has heartily and enthusiastically endorsed. These include a Code of Ethics, Conflict of Interest Guidelines and a Whistleblower Policy. Because they embody the core values of the Corporation, these policies serve a purpose even larger than the specifics they address: they keep the underlying principles of this foundation fresh and alive for both staff and trustees, inculcating them into all our activities. In fact, Corporation employees are asked, annually, to reacquaint themselves with the policies and sign their names to them.

None of these policies is frozen in time, naturally, and we will revisit them from time to time in order to determine whether they need to be refined, revised or strengthened.



HENRY S. PRITCHETT

4TH PRESIDENT OF CARNEGIE CORPORATION OF NEW YORK
1921-1923 (ACTING)

The Role of Trustees

The trustees of the Corporation are an integral part of ensuring that the foundation not only carries out its work effectively, but in doing so always meets the “higher standard” of foundation accountability. Theirs is a particularly critical responsibility in light of the fact that Andrew Carnegie—understanding that in different eras, different needs would emerge on the part of both people and institutions—expected the Corporation’s trustees to respond to the demands of the times creatively, thoughtfully and with the

courage of their convictions. In 1911, he wrote, “Conditions upon the earth [sic] inevitably change; hence, no wise man will bind Trustees forever to certain paths, causes or institutions...I give my trustees full authority to change policy or causes hitherto aided, from time to time, when this, in their opinion, has become necessary or desirable. They shall best conform to my wishes by using their own judgment...”

The first person to take the founder literally didn’t wait very long. Henry S. Pritchett, then president of The Carnegie Foundation for the Advancement of Teaching, disagreed with Carnegie’s philanthropic fondness for certain benevolences, which he made evident by writing, in 1916, “Our nation faces sharp, pressing, insistent questions concerning which the people stand in urgent need of knowledge and understanding...It seems clearly the duty of the Trustees⁴ [of Carnegie Corporation] to inquire if there are means by which this Trust may come to closer grip with these questions than through the giving of library buildings and church organs.”

In *Reflections on 30 Years of Foundation Work*, Alan Pifer expressed his thoughts about the role of trustees in concert with his characterization of foundations as having a dual public-private nature. Foundations, he wrote, “are private in the sense that they are incorporated as private entities, arise from private wealth and initiative and are self-governing and self-perpetuating. They are public in the sense that, once they have been granted tax-exempt status, they exist solely for public benefit...and must be administered with the broad interest of the public, and no other interest, constantly in mind. To see that

⁴ For most of its history, The Carnegie Foundation for the Advancement of Teaching shared its officers and board members with Carnegie Corporation of New York.

this happens is the principal function and responsibility of the trustees...”

Earlier, in 1941, Frederick P. Keppel, the Corporation’s fifth president (1923-41), also addressed the role of trustees. In the *Report of the President and of the Treasurer for the Year Ended September 30, 1941*, he wrote—with great prescience, considering that he was addressing an issue that would become paramount in the latter half of the twentieth century, when foundations and other nonprofit organizations would often be taken to task, by the public, the press, and regulatory authorities, such as state attorneys general, for overspending on administrative costs—“One of the first responsibilities of a foundation board is to see that the ratio of administrative expense to total resources be kept as low as possible, consistent with efficiency.” Keppel understood, though, that trustees’ responsibilities were broader than just financial oversight, noting, in that same essay, “It is essential the board of trustees should not only represent financial judgment and experience, but also be representative of American lay opinion.”

The crucial role that trustees play in enriching the quality of an organization’s work at all levels was brought home to me when I was dean and later provost at the University of Pennsylvania. At that time, I came to know Henry Salvatore, a very interesting, well-read, cultured, conservative businessman who had helped to launch

Ronald Reagan’s career. Salvatore used to criticize everybody equally: capitalists, Communists, socialists, libertarians; literally, everyone. One day, I asked him what he thought was the greatest weakness of capitalism and he replied that the corporate world gathers together tremendous talent for the purpose of legitimizing its actions rather than for providing enlightenment. His words made a tremendous impact on me and ever since I’ve made every effort to engage trustees who can help to enlighten the work of the institutions that I have headed and who are passionately interested and concerned about the institutions’ direction, programs and activities. That doesn’t mean they should micromanage, but that they should be active participants in helping to shape the institution’s future rather than perceive themselves or be perceived as just decorative figures.

When I came to the Corporation, I was very pleased to find that appointing trustees who wanted to be a dynamic force in the life of the foundation was already a long-standing tradition here, as was the continuity provided by thoughtful, committed board members⁵ who have helped to guide the foundation’s work and enrich its mission. The individuals who have held the position of chairman of the Corporation’s board have been particularly instrumental in maintaining continuity of governance, such as Helene Kaplan, our current chair, who has served two terms in that position (1985-1990, 2002-present), the first during the presidency of my immediate predecessor.

⁵ In alphabetical order, these are the distinguished and noteworthy individuals who have served on the board of Carnegie Corporation of New York during the presidency of David Hamburg and myself, up to the present time (and excluding the chairmen, named above): Bruce M. Alberts, Tomás Arciniega, Richard I. Beattie, Geoffrey T. Boisi, Richard F. Celeste, Jack G. Clarke, James P. Comer, Eugene H. Cota-Robles, Bruce B. Dayton, Cándido de León, Thomas R. Donahue, Fiona Druckenmiller, Richard B. Fisher, James Lowell Gibbs, Jr., John G. Gloster, Ruth Simms Hamilton, Fred M. Hechinger, Teresa Heinz, James B. Hunt, James A. Johnson, Joshua Lederberg, Martin L. Leibowitz, Ann R. Leven, Vincent A. Mai, Shirley M. Malcom, Ray Marshall, William J. McDonough, Mary Patterson McPherson, Carl M. Mueller, Henry Muller, Sam Nunn, Olara A. Otunnu, William A. Owens, Mary Louise Peterson, Thomas R. Pickering, James J. Renier, Condoleezza Rice, Richard W. Riley, Margaret K. Rosenheim, Judy P. Rosenstreich, Robert E. Rubin, Anne Firor Scott, Ruth J. Simmons, Raymond W. Smith, Shirin Tahir-Kheli, Marta Tienda, Wilma S. Tisch, Laurence A. Tisch, Thomas A. Troyer, James D. Watkins, John C. Whitehead, Sheila E. Widnall and Judy Woodruff.

sor, David Hamburg, and whose indispensable service on our board spans more than twenty years, an extraordinary demonstration of commitment. (When David Hamburg first became president, John C. Taylor, 3rd, was chairman of the board, serving from 1980-1985 and shepherding the foundation during the changeover from Alan Pifer's presidency to Hamburg's.) After Helene Kaplan's first term as chairman, she was followed by Warren Christopher (1990-1993) who was sworn in as U.S. Secretary of State shortly after his chairmanship of the Corporation's board was completed. Newton Minow was chairman of the board (1993-1997) when I became president of Carnegie Corporation, and we were all extremely grateful for his insight and leadership during the transition—myself, perhaps, most of all. And Thomas Kean (1997-2002), who succeeded Minow as chairman, was a strong and vigorous presence who both staff and board looked to in order to help set our direction for the future.

Perhaps one can argue over the scope and diversity of just what really constitutes Keppel's "American lay opinion," but the racial, ethnic, age, gender, cultural and career diversity of the Corporation's board over the years is a testament to the effort that the foundation has always devoted to finding trustees who may have different points of view and different backgrounds, but who share an unquestioning commitment to Andrew Carnegie's exhortation to promote the public good.

Records, Reports, Reviews

For almost all of its long history—83 of its 93 years—the Corporation has published an annual report, and was among the first foundations to do so. These reports contain—in the words of John Gardner—"...records of all the dollars spent, to whom they went, for what purpose." We consider these annual reports, which contain our audited financial records, along with descriptions of all our grants, to be not only the purview of the Internal Revenue Service or of state regulators, but part of our compact with the public, fulfilling our obligation to the public's right to know how we spend what we still consider to be Andrew Carnegie's money. Therefore, to us, the critical issue about accountability is not just to follow federal, state and local rules but to go beyond the specific tenets of those regulations to fulfill their spirit, too, which means bringing openness, honesty and transparency to all aspects of our work and our finances. Indeed, this issue was the cornerstone of an address I gave at the 20th anniversary conference of Independent Sector in 2000: as I told the conference attendees, "I believe that accountability can only be achieved with strategic thinking and planning, periodic self-assessment—and absolute transparency in communicating our progress toward our goals."

To achieve that end, since 1997, when I became president, we have made our annual reports and financial data available on our web site, which also includes a description of our spending philosophy.⁶ This course of

⁶ "[T]he Corporation's spending policy supports a stable flow of funds for the foundation's programs and offers a sense of security for our grantees. The policy, which calls for spending 5.5 percent of the average market value of the endowment during the prior 12 quarters, dampens large swings in valuation. This helps sustain the Corporation's grantmaking efforts in bad times as well as good, helping us fulfill Andrew Carnegie's legacy of using private wealth for the public good in perpetuity." From *Diversification Serves the Endowment Well*, Carnegie Corporation of New York annual report, 2001.

action seems natural and fitting as we follow in the footsteps of those who were the stewards of the foundation before us and who believed, wholeheartedly, in what John Gardner in his 1964 annual report essay (*Private Initiative for the Public Good*) termed “the principle of full disclosure.”

As if anticipating Gardner’s call for openness, in his 1941 report of the president, Frederick Keppel tells us that “Accurate records, intelligently studied and analyzed and made freely available, are of the essence of foundation administration.” This is a mandate that the Corporation, under every one of its presidents—myself most definitely included—has fully endorsed and unwaveringly followed.

We do not confine our efforts to document and disseminate information about our work to our annual reports. Indeed, Gardner, Pifer and Hamburg, for example, have each published cogent analyses of different eras in the Corporation’s history, in essence, helping us to hold up a mirror to ourselves and to reflect on where we have succeeded and where we have not. Even today, these reports help us to draw inspiration from the past and reexamine lessons learned along the way.

Gardner was the first of the Corporation’s presidents to take a long and comprehensive look back in his 1961 essay, *Fifty Years in Review*, which marked the fiftieth anniversary of the Corporation. In the *Review*, he provided an incisive, honest, analytical and broad-ranging assessment of what the Corporation had accomplished in its first half-century. In 1981, Alan Pifer followed suit with the publication of *Carnegie Corporation in a Changing Society 1961-81*, and just over fifteen years later, David Hamburg wrote *A Perspective on Carnegie Corporation’s Program 1983-1997*.



FREDERICK P. KEPPEL

5TH PRESIDENT OF CARNEGIE CORPORATION OF NEW YORK
1923-1941

The Corporation has also invited evaluation of its work from those outside the foundation. The noted scholar and historian Ellen Condliffe Lagemann—currently dean of the Harvard Graduate School of Education—was asked by Pifer and the Corporation to write an unfettered consideration of what the foundation had accomplished to date and where it had fallen short of its goals. What she produced was a deep and thoroughly researched book about the Corporation and its journey through three-quarters of a century. Entitled *The Politics of Knowledge: The Carnegie Corporation, Philanthropy, and Public Policy* (Wesleyan University Press, 1989), it was partially funded by the Corporation but written, as Lagemann reports in her preface, without anyone at or associated with the foundation seeing the manuscript until after it went to press. Naturally, it is gratifying to



WALTER A. JESSUP

6TH PRESIDENT OF CARNEGIE CORPORATION OF NEW YORK
1941-1944

read her conclusion about the process of researching and writing the book, of which she says, "I can think of few organizations that would allow a historian the unrestricted access and freedom that the Carnegie Corporation has granted me..."

In keeping with the mandate given to the Corporation by Andrew Carnegie—that its efforts be dedicated not only to the advancement of knowledge and understanding, but also to disseminating what we learn through our work and the work of our grantees—the Corporation, over the years, has produced a series of publications that have also served as an open window onto our work. From 1953 to 1996, we published *The Carnegie Quarterly*, which sent writers all over the United States as well as abroad to research and write about the work being done under Corporation grants.

When I came to the foundation, I asked that this tradition be enriched and enhanced by creating a new magazine to not only report on the kinds of endeavors that the Corporation's support was contributing to but also to place these projects in the context of our national concerns and help stimulate dialogue about what our grantees are doing and what kinds of outcomes we are helping to bring about. This publication is called the *Carnegie Reporter*, and true to its name, it has engaged top-notch, independent journalists and writers to help us—and the public, along with the press and policymakers—understand the interplay between foundation funding and critical issues in American national life.

A more recent publication, launched in 2003, is the *Carnegie Results*, which is published four times a year with the intent of presenting an objective, in-depth examination of the full arc of Corporation support for a particular project or in a particular area, from beginning to end. Again, we take our inspiration from Andrew Carnegie who, his biographer Joseph Frazier Wall tells us, was the champion of what Carnegie called "scientific philanthropy." Judging by his personal bequests (for the construction of libraries across the U.S. and abroad, for example, an undertaking that he knew would provide an exponential benefit not only to the local communities in which they were constructed but also to future generations who would continue to have access to their storehouse of knowledge), Carnegie meant that term to convey his belief that philanthropy should be carried out within a strategic framework and its results dispassionately assessed to determine what has—or has not—been accomplished.

It is for exactly that purpose that we publish the *Carnegie Results*. For the Winter 2004 issue, for instance, we commissioned an evaluation of a particular aspect of the Corporation's work in South Africa. Author Marita Golden⁷ focused on what came to be known as the Carnegie "Poor White Study," initiated in 1929, which left the Corporation with what she termed "a questionable legacy" by "creating blueprints to solidify Afrikaner economic and political dominance" over blacks, "coloureds" and other non-whites in that nation. She then went on to write about how the Corporation "would, in future years seek, with considerable success," to alter this unfortunate history, in part through the Second Carnegie Inquiry into Poverty and Development in Southern Africa, begun in 1982, under the leadership of Alan Pifer. Its intention, in the words of David Hood, director of what was then called the Corporation's Commonwealth Program, was to "create a document that revealed what life under apartheid really meant," and help to promote a transition to a democratic, multiracial society in South Africa—goals that, in the end, we were finally able to meet.

Why did the Corporation decide to revisit—and even put a spotlight on—its difficult past in regard to this chapter of its work in South Africa? The answer, at least in part, stems from the conviction of people like Alan Pifer that you can learn as much from your failures as your successes—sometimes, even more. After all, each time you fail at something, you learn one way never to proceed again, and that will cut down on wasted time and effort in the future! And further, since we, as a foundation, are part of a community of foundations, it seems to me to be an obligation

on our part to share the roadmap of our work with our colleagues so they, too, can avoid the wrong turns we have taken in the past.

We also choose to carry out this kind of clear-eyed evaluation because we are convinced that Andrew Carnegie, with his emphasis on scientific philanthropy, would want us to: trial and error are at the heart of science, and the courage to be honest, analytical—and scientific—about our work must be at the heart of philanthropy, as well.

The Venture Capitalists of the Nonprofit World

Earlier in this essay, the unique nature of foundations was touched upon and, in the words of Alan Pifer, "the obligation of those in a position of responsibility to have constantly in mind the enormous preciousness of the funds they control." David Hamburg expanded on this concept by explaining how he felt those precious funds were best used. Foundations, he said, "were meant to be the venture capital of the nonprofit sector." I couldn't agree more. Foundations like Carnegie Corporation were not created to be an end in and of themselves, but to be tools dedicated to helping other worthwhile organizations—be they universities, libraries, nongovernmental organizations, voluntary agencies, charitable associations, hospitals, museums, citizens' advocacy groups, grassroots coalitions or a host of other nonprofits working at the state, local, national and even international levels—carry out *their* missions; to help *them* fulfill their mandate as agents of change. In that regard, let me quote a favorite expression of a previous Corporation vice

⁷ Marita Golden is the author of twelve books; the most recent, *Don't Play in the Sun: One Woman's Journey Through the Color Complex*, was published by Doubleday in April 2004.

president, Lloyd N. Morrisett, about the potential impact of foundations—that in pursuance of the public good they may not create the wave, but they can influence the direction of the wave.

In other words, foundations are catalysts for progress; they are the institutions that invest in change, even when the odds against positive change seem overwhelming. Throughout the course of the Corporation's long history, we have held fast to that role, even while the nation was buffeted by upheavals that challenged its ability to keep moving forward, or to nourish its growth as a living, thriving democracy. The Corporation was just a few years old when World War I broke out, an event that Andrew Carnegie's wife, Louise, claimed had broken her husband's heart, because, in addition to being one of the first to call for the establishment of a "league of nations" and providing the funding for a "palace of peace" to be built at The Hague in the Netherlands (now home to the International Court of Justice), he had used his contacts with world leaders to try to personally intervene in the march to war—to no avail. But Carnegie's lifelong dedication to international peace became—along with education—one of the hallmark themes of the Corporation's work, which it pursued through World War II, the Cold War, and still devotes untiring efforts to in the wake of September 11th and the many international conflicts and challenges that confront our nation in this new century. We have carried out this mission through grants, scholarships, national and international commissions and convenings, research and—under the leadership of David Hamburg—through the Carnegie Commission on Preventing Deadly Conflict (CCPDC), which produced reports and analyses, held conferences and linked the

world to its work through its web site (and, in the process, helped to make the concept of preventing deadly conflicts become a priority concern for the United Nations as well as the wider global community), so that the quest for peace has never been far from the center of our organizational agenda.

Hamburg, it should be noted, was not afraid to put the Corporation under a national spotlight by creating not only CCPDC but a number of other commissions, including the Carnegie Commission on Science, Technology and Government, the Carnegie Task Force on Meeting the Needs of Young Children and the Carnegie Council on Adolescent Development, all of which produced research and reports that continue to enrich and inform their fields today. Describing how this commission-centered approach evolved and how it facilitated results, Hamburg details a number of components in the prologue to *No More Killing Fields: Preventing Deadly Conflict* (Rowman & Littlefield Publishers, Inc., 2002), writing that, "...we fostered communication between scientists and practitioners in education and health, supported creative innovations and working models in communities, and put emphasis on applied research to assess systematically the upshot of these innovative models—asking what sort of action is useful for whom under what conditions."

In the years since the Corporation's founding, we have used Andrew Carnegie's endowment to support efforts that have become landmarks for the nation. Just a brief list must include establishing TIAA (now TIAA-CREF), noted earlier. Another important milestone was the funding—and timeliness—of *An American Dilemma: The Negro Problem and American Democracy*,

Gunnar Myrdal's study of race relations in the U.S., a groundbreaking report that "raised the nation's consciousness about its race problem and was cited in the Supreme Court's 1954 *Brown v. Board of Education* decision to prohibit segregation in the nation's public schools..."⁸

In 1956, the Corporation helped to establish the Foundation Center, with the goal of promoting information and understanding about philanthropy and the work of foundations as well as to help better connect grantees with sources of funding. Among the stated principles of the Foundation Center, which we fully endorse, are that "Transparency and accountability are key to earning the public trust." To meet its goal of being a hub of information for grantseekers, grantmakers, researchers, policymakers, the media and the general public, the Foundation Center employs a number of strategies, including "[Ensuring] public access to information and services through our web site, print and electronic publications, five library/learning centers, and a national network of Cooperating Collections."

From 1967-1973, the Corporation financed the Carnegie Commission on Higher Education, headed by the late Clark Kerr, which conducted a study outlining a massive program of higher education federal assistance that led to the formation of the Federal Pell Grants program. Since 1973, the program, named after Senator Claiborne Pell, has awarded more than \$100 billion in grants to an estimated 30 million postsecondary students. Corporation funding has been instrumental in helping to establish many other organizations and programs that have made significant contributions to shaping the



DEVEREUX C. JOSEPHS

7TH PRESIDENT OF CARNEGIE CORPORATION OF NEW YORK
1945-1948

nation's educational agenda throughout the 20th century, including the Educational Testing Service, which was founded in 1947 to promote the development of ways to measure academic merit irrespective of social or economic background and the College-Level Examination Program, founded in 1960 to provide students of any age with the opportunity to demonstrate college-level achievement through a program of exams in undergraduate college courses.

In the mid-to-late 1980s, alarmed by a lack of scholarly expertise in Soviet studies, the Corporation supported scientific research and collaboration with the Soviet Union. With Corporation funding, Columbia University's Harriman Institute conducted research and training in Soviet security, the Brookings

⁸ *Public Scholarship: A New Perspective for the 21st Century*, by Stephen R. Graubard (Carnegie Corporation of New York, 2004).



CHARLES DOLLARD

8TH PRESIDENT OF CARNEGIE CORPORATION OF NEW YORK
1948-1955

Institution expanded its Foreign Policy Studies program to include research on Soviet domestic and international policies, Berkeley and Stanford Universities undertook a joint project to study the evolution of Soviet perspectives, and the Institute for East-West Studies strengthened its U.S.-Soviet program.⁹

Through the 1960s into the 1990s, the Corporation was a leader in advancing young children's care and education, supporting research that proved crucial in securing and safeguarding federal funds for the Head Start program. Collaborative work with the Ford Foundation, sometimes through mutual funding of educational projects, sometimes via support of related undertakings in the field

of education throughout the decade of the 1960s, contributed significantly to the development and passage of the Elementary and Secondary Education Act of 1965, which Ellen Lagemann, writing in *The Politics of Knowledge*, says, "represented a turning point in the history of education in the United States." Notably, the Act, comprising five discrete sections, provided aid to school districts with "educationally deprived children of low income families" (which included 94 percent of the nation's school districts in 1965), among other critical educational supports and innovations.

The foundation also supported educational television, helping launch Children's Television Workshop (now Sesame Workshop), producer of *Sesame Street* and other acclaimed programs for children. After the Carnegie Commission on Educational Television promoted TV's educational potential, Congress adopted its recommendations in the Public Broadcasting Act of 1968, which established the public broadcasting system. The Children's Defense Fund, which was established in 1973 with funding from the Corporation, continues to work toward the betterment of children's lives.

In a 1986 response to the federally sponsored study (*A Nation at Risk: The Imperative for Educational Reform*, 1983) that laid bare the poor state of the nation's schools, a Corporation task force responded with *A Nation Prepared: Teachers for the 21st Century*. This report helped focus national school reform efforts on the critical need to revitalize the teaching profession. The task force also made a recommendation that many cite as its primary and lasting legacy: the establishment of a national board for professional

⁹ The Corporation supported the Russian Institute at Columbia University in the 1940s. In 1982, the institute was renamed the Harriman Institute in honor of Governor W. Averell Harriman and Ambassador Pamela C. Harriman.

teaching standards. With support from the Corporation, the recommendation became a reality in 1987 with the establishment of the National Board for Professional Teaching Standards.

Other landmark efforts to improve both teacher education and the quality of teaching the U.S. have been nurtured by the Corporation, including the work of the National Commission on Teaching and America's Future, which placed the notion of teacher quality at the center of the nation's educational agenda through its much-heralded report, *What Matters Most: Teaching for America's Future*. In 1998, the Corporation and the Ford Foundation enabled the American Council on Education to produce *To Touch the Future: Transforming the Way Teachers are Taught*, which cited the need for leadership by the presidents of our nation's higher education institutions as the sine qua non for reforming teacher education.

Turning Points: Preparing American Youth for the 21st Century, another Corporation-sponsored study, published in 1989, accelerated reform of middle schools, including the widely adopted replacement of junior high schools with smaller 5th-8th grade middle schools. The Corporation also established a Task Force on Meeting the Needs of Young Children, as noted earlier, and in 1994 produced a report entitled *Starting Points: Meeting the Needs of Young Children* that drew attention to the promotion of the healthy development of children under the age of three. During this time the Corporation also produced a body of educational studies and reports through other organized groups such as the Carnegie Council

on Adolescent Development and the Carnegie Task Force on Learning in the Primary Grades, among other efforts.

The 1990s also saw the foundation contributing to national and international efforts to develop a framework for dealing with global upheavals, most notably, the collapse of the Soviet Union. Grants to the Brookings Institution evolved into the Prevention of Proliferation Task Force, the precursor to the Cooperative Threat Reduction Program of 1993. Launched in 1991 as the Soviet Nuclear Threat Reduction Act, the program came to be known as "Nunn-Lugar," after the bipartisan team of Democratic Senator Sam Nunn of Georgia and Republican Senator Richard Lugar of Indiana, who jointly sponsored and vigorously lobbied for the legislation. The impetus behind Nunn-Lugar was the fact that the fall of the Soviet Union had left the region in disarray; looking back, nuclear nonproliferation experts say that this period, because of the potentially catastrophic loss of control over so many nuclear weapons and the possibility that former Soviet satellite states would use the weapons as bargaining chips, was one of the most dangerous times for world peace and security in the past 50 years.¹⁰

In prior years—in the 1980s, for example, during the height of the Cold War—the Corporation provided support for a number of related efforts to lay the groundwork for cooperation between the U.S. and Russia, as well as among other international powers. One ongoing effort—that continues today—is support of Track II, or nonofficial diplomacy, often centered on promoting dialogue between and among policymakers who can influence

¹⁰ To date, the program has deactivated 6,312 nuclear warheads, destroyed 535 ballistic missiles, 459 ballistic missile silos, 128 strategic bombers, 708 submarine-launched missiles, 408 submarine missile launchers, and 27 strategic missile submarines. It has sealed 194 nuclear test tunnels and helped more than 20,000 scientists formerly working on programs relating to weapons of mass destruction find employment in other fields. Source: www.lugarcamp.com/cats/nunn-lugar.asp.

events and diffuse tensions. The foundation also continues an emphasis on creating national and international linkages between scholars and policymakers—through conferences organized by the Aspen Institute¹¹ and others—as well as with political and military leaders in order to keep lines of communication open and to infuse the development of policy with knowledge gained from thoughtful, rigorous research and study.

In 1999, the Corporation expanded its interest in international peace and security to include some of the most pressing new challenges on this agenda, including the post-Cold-War rise of national self-determination, the promise and peril of competition over fresh water, and misuse of advances in biological science. Through more than 70 grants to scholars and experts over a three-year period, the Corporation advanced understanding of the still-critical role of nationalism and its political expression through national self-determination in affecting the course of war and peace at the dawn of a new century. And building on recommendations in *Preventing Deadly Conflict*, the 1997 final report of the Carnegie Commission on Preventing Deadly Conflict, efforts were made to widen the range of disciplinary expertise brought to bear on a host of international water challenges, from Southern Africa to South Asia. Building on earlier unofficial negotiations on water between India and Bangladesh, Corporation-supported working groups in the subcontinent promoted technical solutions to regional problems while fostering cooperative relations among neighboring countries. New and poorly understood security threats in the biological realm became the

focus of another new Corporation initiative that built upon decades of work in the nuclear non-proliferation field.

In recent years, continuing in the Corporation's tradition of choosing to address complex, difficult and timely issues affecting our national life, we have undertaken several major initiatives, including *Schools for a New Society* (SNS), a long-term, \$60 million initiative aimed at redesigning American high schools, initially in seven cities across the U.S., by involving educators, parents, community leaders and businesses in creating schools that will prepare all students to participate in a knowledge-based economy. This is a five-year commitment on the part of the Corporation, with the participation of the Bill & Melinda Gates Foundation, that focuses on reforming whole school systems in these cities—not just individual schools—so that a high-quality education and equitable resources are available to all students. Because of the scope of this undertaking and the fact that we are still in the early years of implementation, an in-depth evaluation of results is probably some time away. However, there are some early—and rewarding—indicators of success. For example, one SNS site reports data suggesting its redesign efforts have contributed to a decrease in the percentage of dropouts and an increase in the percentage of students graduating.

In New York City, which educates more public school students than any other urban district in America and more than a majority of the states—the system includes nearly 1,100,000 students; over 300,000 of them attending high school—the Corporation, in an innovative partnership with the Bill & Melinda Gates Foundation and the Open

¹¹ The Corporation has supported Aspen Institute conferences on education, international issues and other areas of concern for more than twenty years.

Society Institute, is working on a related initiative, *New Century High Schools*. Launched in 2000, with an initial five-year, \$30 million investment, the initiative promises effective high schools for all students and the implementation of small-school designs.

Both efforts to improve urban high school systems stem from the Corporation's long-standing, deeply held and unswerving commitment to public education. In 1902, Andrew Carnegie said, "Upon no foundation but that of popular education can man erect the structure of an enduring civilization." More than 100 years later, it is clear to me that Carnegie's words express an idea—indeed, a mandate—that is as current and critical an imperative as any other effort we are engaged in today that aims to strengthen our society and prepare our democracy for the great challenges of the future.

Another initiative, *Teachers for a New Era* (TNE), is encouraging bold reforms in current teacher education models; it will provide matching grants up to \$5 million for a period of five years to selected institutions and focuses on three design principles:

- Research evidence must ultimately demonstrate whether children have experienced learning gains as a result of the work of teachers who are graduates of the teacher-preparation program.
- Full engagement of arts and sciences faculty is required in the education of prospective teachers as well as ongoing collaboration between university arts and sciences faculty with school of education faculty.



JOHN W. GARDNER

9TH PRESIDENT OF CARNEGIE CORPORATION OF NEW YORK
1955-1967

- A view of education as an academically taught clinical practice is required, one which includes close cooperation between colleges of education and participating schools; master teachers as clinical faculty in colleges of education; and two-year residencies for beginning teachers.

One outcome we hope to promote through these reforms is the view of teaching as not only a highly valued profession—with practitioners who are rewarded accordingly—but also one that is seen as critical to our nation's continued social, economic and technological development. As Louis V. Gerstner, Jr., former chairman of IBM and currently chairman of The Teaching Commission, of which I am a member, along with Corporation trustees James Hunt and Richard Riley, has



ALAN PIFER

10TH PRESIDENT OF CARNEGIE CORPORATION OF NEW YORK
1967-1982 (ACTING, 1965-1967)

reminded us, "We [as a nation] will not continue to lead if we persist in viewing teaching—the profession that makes all other professions possible—as a second-rate occupation."

As with *Schools for a New Society*, TNE is a long-term commitment for the Corporation. (Additional support is being provided by the Annenberg and Ford foundations.) Teaching is, to use an oft-quoted phrase, a noble profession, but it is not often enough that the nation is reminded of how fundamental good teaching is not only to good outcomes for students but also to the success of every educational reform effort underway in America today. As I recently challenged the presidents of the colleges and universities participating in TNE, we have to spread the word to the nation that teaching *matters*, and the voices of

those in our schools of education—from the students to the professors to the provosts to the presidents—must be among the loudest of those sounding this clarion call.

The Corporation has also been at the forefront of support for state-level campaign finance reform, encouraging voter and civic education and supporting the strengthening of democratic institutions, including the electoral process; for example, noting the malfunctioning voting mechanisms that nearly crippled the 2000 Bush-Gore election, the presidents of the Massachusetts Institute of Technology and Caltech approached the Corporation to fund a collaborative project of their institutions aimed at developing an easy-to-use, reliable, affordable and secure voting machine.

Anticipating the 2000 election helped spur the Corporation in another direction, as well: the foundation's *Russia Initiative* was an 18-month-long endeavor with the goal of informing candidates and the public about the short- and long-term impact that rapid, often massive changes taking place in Russia might have on both the U.S. and the wider global community. The initiative brought together more than 100 Russian and American scholars in task forces to discuss and analyze issues relating to Russia's security, economy, democratization, social cohesion and state building. The result was a number of reports and a documentary video called *Russia: Facing the Future*, which, along with a companion volume of the same name, called for a mature reengagement between the U.S. and Russia in the post-Cold-War world. In the post-9/11 world, the more open and cooperative relationship between our two nations, called for by the *Russia Initiative* reports, has become a reality, particularly in the area of sharing intelligence about potential

international threats. More than 20,000 copies of the reports—published in English and in Russian—and the documentary video that resulted from the initiative have been disseminated on a worldwide basis.

Also in advance of the 2000 presidential election, the Corporation and the John D. and Catherine T. MacArthur Foundation brought together top-level national security experts at the Carnegie Endowment for International Peace in Washington, D.C., to review, analyze and synthesize views on proposed national missile defense initiatives and the impact that American interest in weaponizing space might have on its relations with its allies as well as its foes.

Higher Education in the Former Soviet Union is another international undertaking, this one aimed at strengthening higher education in Russia and other former Soviet states, with a specific emphasis on the social sciences and the humanities. At the heart of this grantmaking activity are Centers for Advanced Study and Education (CASEs), which serve as umbrellas for stimulating research and publications through fellowships, conferences, travel grants, library support, access to the Internet and connections to Western academic communities. To date, nine CASEs have been established by the Corporation, which is working in cooperation with the MacArthur Foundation and the Russian Ministry of Education. CASEs are, I think, an important and innovative example of utilizing what Joseph Nye, dean of the John F. Kennedy School of Government at Harvard University, has called “soft power”—the ability to effect change through attraction rather than coercion. By supporting the intellectual

life of Russian scholars and academics, and by forging close ties between them and their counterparts at universities in the United States, we are building strong, multi-dimensional relationships that can only contribute to the continuing development of both nations, as well as to international stability.

Internationally, the Corporation has been working in Africa almost since the foundation's inception.¹² Currently, our focus is on selected countries in sub-Saharan Africa and our grant-making emphasizes strengthening a number of African universities, enhancing women's educational opportunities at institutions of higher education in Africa, and on developing the capacity of selected African public library systems, all efforts aimed at contributing toward national development. It is our hope that, during this unsettled period in the history of the African continent, our support can help to preserve, promote and enhance centers of excellence, such as institutions of higher education and libraries. In this context, the Partnership for Higher Education in Africa, comprising the Corporation, the Ford Foundation, the MacArthur Foundation and the Rockefeller Foundation, was launched in April 2000; the foundations' intention is to work together to improve the educational capacity of selected African universities. The initiative will support efforts, many already underway, by leaders of African universities and academic associations to expand and enhance the education of the next generation of African leaders in fields necessary for continued development of the region. Between 2000 and 2003, the Partnership foundations contributed an aggregate of over \$100 million toward higher education

¹² Carnegie Corporation of New York was created by Andrew Carnegie in 1911 to promote “the advancement and diffusion of knowledge and understanding.” Under Carnegie's will, grants must benefit the people of the United States, although up to 7.4 percent of the funds may be used for the same purpose in countries that are or have been members of the British Commonwealth.

development in six focus countries—Ghana, Mozambique, Nigeria, South Africa, Tanzania and Uganda—and on an Africa-wide basis. These funds covered both joint grantmaking by the Partnership as a whole and individual foundation support to selected tertiary-level institutions in Partnership countries. The initiative has, therefore, already exceeded its announced goal of providing \$100 million by 2005.

A recent direction for the Corporation has been the establishment, in 1999, of the Carnegie Scholars program, which resumed the Corporation's historic support for individual scholarship for the first time in thirty years. (Under the previous program, one notable scholar funded by the Corporation was Robert Caro, who used Corporation support to help write his Pulitzer-Prize-winning book, *The Power Broker: Robert Moses and the Fall of New York*, published by Vintage Books in 1975). We resumed the program in harmony with the spirit and concerns of Andrew Carnegie, who believed so deeply in the power of the individual to change the world, and in knowledge and scholarship as the tools that humankind uses to bring about that change. To date, we have awarded 67 fellowships.

I think I can assure you, after reviewing this précis of 93 years of Corporation funding, that being transparent about mission, achievements, finances and even failed outcomes, is no impediment to good works. Clearly, transparency and accomplishment are not mutually exclusive.

In 1886, Andrew Carnegie wrote a book called *Triumphant Democracy*, a joyous, optimistic paean to America, his adopted country. When a book critic asked rhetorically, "Where are the shadows?" Carnegie swiftly

replied, "The book was written at high noon when the sun casts no shadows." Today, Carnegie Corporation, the institution that Andrew Carnegie meant to embody his best philanthropic efforts and philosophy, continues to carry out its work under that same bright light.

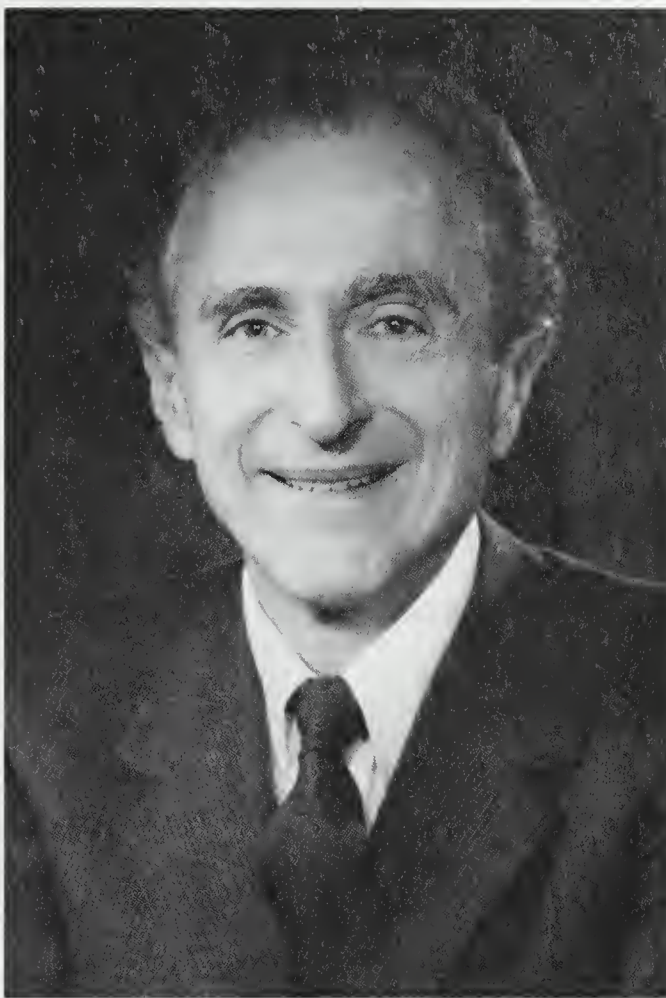
Carnegie Corporation's Endowment

A paramount responsibility of the stewards of this foundation—from the day it was created in 1911 to the present—is to maintain the Corporation's financial resources in order to ensure that it can always meet the demands of its mission and keep its grantmaking at a high level. Through the years, that goal has been successfully met: the Corporation's endowment has remained healthy, and provided us with many, many times its original value. Still, we are no longer one of the largest foundations in terms of our endowment—the Foundation Center ranks us 22nd in terms of asset size—but we remain at the forefront of the "venture capitalists" of the nonprofit world because of our legacy of accomplishments, which we always remind ourselves would never have come to pass were it not for the vision of Andrew Carnegie. As he wrote in his seminal work, *The Gospel of Wealth*, "This, then, is held to be the duty of the man of wealth...to consider all surplus revenues which come to him simply as trust funds, which he is called upon to administer, and strictly bound as a matter of duty to administer in the manner which, in his judgment, is best calculated to produce the most beneficial results for the community..."

Every president of the Corporation—as well as the staff and board members—has

had to cope with the responsibility of disseminating Andrew Carnegie's "surplus revenues." I am no exception. In this connection, it is clear to me that in order for the Corporation's programs to function responsibly, we need leadership that is responsible about our finances, and in order to be fiscally responsive to our mission, we need a healthy endowment. After all, it was our founder's explicit directive that his original bequest be managed in such a way as to ensure that grantmaking be carried out well into the future. Therefore—following on the recommendations of a pro bono report on strengthening the organization, prepared for the Corporation by senior leadership of McKinsey & Company, which called upon us to take a more proactive stance in both safeguarding and growing our endowment (in order to maintain and even increase our ability to make grants)—I was pleased to be able to bring a Chief Investment Officer onto the staff. The CIO (who is also a Corporation vice president), working with a small but talented in-house team, has kept our endowment at a level where we have been able to maintain or only slightly reduce our spending on grants during even the most challenging times that our economy has undergone in recent years.¹³

The careful, responsible, thoughtful and creative stewardship that we exercise over the Corporation's endowment allows us to preserve our allegiance to the intent of our donor, who challenged those who followed after him at Carnegie Corporation of New York to serve the "generations untold" he wrote of in his letter of gift. It also protects our independence, because the funds we disseminate come from



DAVID A. HAMBURG

11TH PRESIDENT OF CARNEGIE CORPORATION OF NEW YORK
1982-1997

a private endowment, unencumbered by government mandates or subject to social or political trends, which is one of the great privileges—and responsibilities—that Gardner, Pifer, Hamburg and all those who preceded them have alluded to. Deeply cognizant of our obligation to invest and use this money both wisely and well, when it comes to program directions and strategies to support, we research, we consult, we investigate, examine, discuss, argue, study, think about, strategize and plan—and then make grants to the best organizations, run by the best people we can find.

As I wrote in my recent autobiography,¹⁴ nowadays, as I sit in my office, I am positioned

¹³ Over approximately the past half century, our endowment has grown from \$182.5 million in 1950 to almost \$1.823 billion in 2003; in 1950 we appropriated \$4.2 million for grants, while in 2003 we appropriated \$74 million.

¹⁴ Vartan Gregorian, *The Road to Home* (Simon & Schuster, 2003).

under Carnegie's portrait, and cannot help but reflect, with some awe, on the responsibility of following in the footsteps of a major historical figure, particularly one who espoused a philosophy about engaging in philanthropy that laid the groundwork for modern-day philanthropic institutions and practices. I often find myself stealing a glance at him and sending him some psychic assurances that, at Carnegie Corporation, we are still administering "for the community"—and doing it to the best of our ability. Not just because we want to follow the rules and regulations about foundation giving, but because we want to do the right, the ethical, the *only* thing we should be doing: supporting work that will make life better, conditions easier and the struggles a bit less overwhelming for as many men, women and children as we can reach. For the Corporation, a critical component of that mission comprises working with our partners in promoting social change: our grantees.

An Honorable Relationship

John Gardner said that the relationship between foundations and their grantees should be "honorable," and one "governed by courtesy and a sense of mutual respect." Alan Pifer's characterization of the connection between the two entities was perhaps even more direct. He said, "The grantee needs the grantor's help but, equally, the grantor needs good grantees to spend the foundation's money, if it is to fulfill its role."

I am in complete agreement with both of my predecessors. The nonprofit sector has come to rely more and more on the support of institutions such as foundations for a variety

of reasons, including the fact that the federal government, which is the second largest source of income for nonprofits, now provides less funding to this sector than it did in 1980, after accounting for inflation—at the same time that the government has spun off many aspects of its social, health, culture, educational and other responsibilities to these same groups. Therefore, we in the business of philanthropy should see ourselves not as the bearers of largesse—certainly not!—but as the partners of those who are on the front lines and even the frontiers of our society, ensuring that our nation remains strong and that its people are given access to and benefit from the resources and opportunities available in our democracy. By supporting these efforts we are only doing our jobs—and our most important job is to ensure that nonprofits can do theirs. After all, civil society is not enriched nearly as much by foundations as it is by foundation grantees, those organizations and individuals who are doing the real work of improving the life of our nation—indeed, of people around the world. Foundations can convene, mobilize, invest in excellence, recruit the participation of great minds—but they are not the real movers and shakers. In fact, I often think it is incumbent on foundations to be mindful of the Hippocratic oath, when it comes to grantees: "First, do no harm." We must be careful not to make the mistake of—even unintentionally—turning our grantees into contractors who carry out projects of our choosing. Certainly, foundations have missions to fulfill, but so do grantee organizations, and the philanthropic community must always be respectful of, and responsible to, the need of the nonprofit organizations they partner with to maintain the integrity of the work they were created to carry out.¹⁵

¹⁵ Recently, two of my colleagues have also written forcefully about this issue: Gara LaMarche, vice president and director of U.S. Programs for the Open Society Institute, "When to Lead and When to Get Out of the Way," *Chronicle of Philanthropy*, June 24, 2004; and Jessie C. Gruman, president and executive director of the Center for the Advancement of Health, "How Foundations Hurt Charities," *Chronicle of Philanthropy*, August 19, 2004.

In truth, this is no small charge. Today, in the U.S., there are more than 1.2 million nonprofit organizations. In dollar terms alone, the nonprofit sector annually generates more than \$670 billion, or nine percent of the U.S. Gross National Product. More than twelve million Americans are employed by nonprofits. Because the sector is so large and diverse in mission, scope and ability, but also has such an impact on the life of the nation, there are always going to be concerns about its performance, governance, influence, intentions and fiscal responsibility. That's normal. Even our founding fathers were wary of the phenomenal growth of the citizens associations that were emerging in the new republic. George Washington was among those who feared that nongovernmental organizations would become too powerful, stating, in his 1796 farewell address to Congress that "cunning, ambitious and unprincipled men" could use these associations to "subvert the power of the people."

Happily, though, George Washington's fears have not proved out. With a few notable exceptions, nonprofit organizations, including foundations, have gone about their work with integrity, honesty, balanced judgment and an overriding concern for doing the right thing and for being scrupulously ethical in all their dealings with the public, the media, the government and with each other.

This is as it should be, because while Andrew Carnegie saw himself as a trustee of public wealth, I—along with the great majority of my colleagues, I'm sure—see foundations as stewards of public trusts. After all, not only are foundations entrusted with the administration of considerable wealth—annually, the more than 61,000

foundations in the U.S. (which have total assets of over \$475 billion), give away over \$30 billion—their wealth and central role in our civil society provide them with the power to offer great help or, unintentionally, to harm. Philanthropies, therefore, have a moral responsibility to see that this power is used openly, wisely and responsibly in upholding society's values rather than subverting them. These responsibilities will only increase in the coming years as their wealth increases. It is estimated that as much as \$2.7 trillion more will be entrusted to the nonprofit sector in general, and philanthropies in particular, during the next twenty years when about \$18 trillion will pass from one generation to the next.

In 1915, when asked by the chairman of the Industrial Relations Commission to state his business, Andrew Carnegie—the founder of modern philanthropy—replied that "My business is to do as much good in the world as I can; I have retired from all other business."

For the Corporation, with its unparalleled legacy of leaders who have committed themselves through their words, their writings and their actions to a course of complete transparency and accountability about how they make their decisions, pursue their goals, award grants and manage the foundation's endowment, there is no question about maintaining and honoring the compact we have made with our grantees and with the public: to continue the business that Andrew Carnegie began for us. And in doing so, to keep our pockets as clear as glass.

2002 Report on Program

GRANTS AND DISSEMINATION AWARDS

Education

International Development

International Peace and Security

Strengthening U.S. Democracy

Special Opportunities Fund

Carnegie Scholars

Dissemination

Promoting Knowledge and Understanding in a Year of Change

By Neil R. Grabois, vice president and director for strategic planning and program coordination

Carnegie Corporation's fiscal year 2002, which runs from fall to fall, fell in the shadow of the September 11th terrorist attacks, a year-long period of national mourning, recovery and readjustment to a palpably more chaotic and dangerous world. America was at war, "the foulest fiend ever vomited forth from the mouth of Hell," in Andrew Carnegie's words.

In this environment, Carnegie Corporation's mission "to promote the advancement and diffusion of knowledge and understanding" never seemed more salient, urgent or more in line with H.G. Wells' view that "human history becomes more and more a race between education and catastrophe."

Reviewing the Corporation's Approaches

During this period of engulfing global instability,

Corporation trustees, officers and staff checked and rechecked the validity of approaches in our programs that nurture democratic values and institutions, promote international peace, improve education systems, strengthen higher education and libraries in Africa and support individual scholarship in all of these areas. The review also sought to refocus priorities, as needed, to avoid spreading resources too thinly at a time when the sharp downturn in capital markets was decreasing the Corporation's endowment. During this review, our strategies and tactics—which have been

revised and refined since Vartan Gregorian became president of the Corporation in 1997—endured surprisingly well. Staff made relatively minor changes—for the most part, scaling back less urgent projects and scaling up more urgent ones. To provide more structure for evaluating strategies and tactics in the future, the Corporation created a Council on Evaluation to formalize the foundation's process of assessing the effectiveness of its plans and its grants.

After the terrorist attacks on America by Muslim extremists, the need to promote a better understanding of America's and the world's fastest growing religion became more urgent, as Gregorian wrote in the Annual Report for fiscal year 2001. In the last few years, the Corporation has sponsored conferences on Muslims in the U.S. and has explored ways to advance public understanding of Islam; after September 11, the educational work was moved to the foundation's front burner for development. In the interim, fiscal year 2002, the Corporation supported a number of interdisciplinary efforts to fill a dangerous vacuum in Americans' knowledge of Islam's complexity.

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On an international level, the Corporation supported New School University's research and series of dialogues between Muslim and Western leaders. In addition, the University of Maryland College Park Foundation received support to increase our understanding of the

role of the international media, especially Arab media, in shaping public attitudes about ethnic and religious identity, state sovereignty and public policy in the Middle East.

The Corporation's educational efforts, using the synergy of staff working across program areas and in collaboration with other foundations, ranged from promoting public understanding of Islam's diversity to sponsoring public policy research. Corporation activities included giving support to the Independent Production Fund, which developed and distributed educational materials for schools and community forums around the country. These educational programs compliment the Fund's documentary on Islam for Public Broadcasting System's *Frontline* and a companion series of programs on ABC's *Nightline*. Boston University's WBUR Group radio stations also received support for programming on Islam and foreign policy.

The three-year-old Carnegie Scholars Program, which provides support to leading researchers at American universities and colleges, contributed to the effort of increasing our knowledge and understanding of Islam. Two of the 11 scholars named this year are working on Islamic issues: Rajan Menon, the Monroe J. Rathbone Professor of International Relations at Lehigh University, is exploring how the complexities of Islam could shape Russia's politics, foreign policy and national security strategies. Richard Shweder, Professor of Human Development at the University of Chicago, is conducting research for a book on Muslim immigrants and their families in Chicago, which has one of the nation's largest concentrations of Muslims. He is investigating the limits of cultural diversity in a democracy.

While the Corporation's resources are fully engaged in "the race between education and catastrophe," the program that works to prevent catastrophic violence on a daily basis is International Peace and Security. In addition to its work on integrating the states of the former Soviet Union into the West and its efforts to identify and resolve emerging disputes before they boil over into international conflicts, the program has long worked on the non-proliferation of weapons of mass destruction.

Prior to September 11, the focus was on the spread of biological, chemical and nuclear weapons to hostile nations; after September 11, the focus widened to more closely address the spread of these horrific weapons to stateless terrorists such as Al Qaeda. Corporation support was given to the Preventive Defense Project at Harvard and Stanford universities to develop new models for keeping these weapons out of the hands of individual terrorists as well as hostile states. To strengthen international criminal law dealing with the development or use of chemical and biological weapons, the Corporation supported a joint project—at Harvard and the University of Sussex in England—that contributes scholarly research to public policy debates about these critical issues. The Corporation funded an effort by the National Academy of Sciences, as well. The academy is working with the Russian Academy of Sciences on scientific aspects of terrorism and counter-terrorism. In addition, the Carnegie Scholars Program gave support to David B. Edwards, Professor of Anthropology at Williams College, for his research on the breakdown of civil society in Afghanistan and the parallel expansion of Al Qaeda bases.

While the International Peace and Security program is out front in the Corporation's work for peace, all Corporation programs lay the

groundwork for peace by promoting the creation and spread of knowledge and understanding. "There is an old saying that if you want peace, work for justice," wrote His Grace Reverend Njongonkulu Ndungane, archbishop of Cape Town.

Promoting Higher Education

Strengthening higher education was a major theme across all of the Corporation's programs, with efforts initiated or continued on three continents this fiscal year. In the United States, the Education Division launched its *Teachers for a New Era* initiative, a \$40 million effort to improve schools of education by helping them transform teaching into what the nation needs: a research-based, modern clinical profession, better able to assess students' capabilities, diagnose their learning styles, prescribe a curriculum and adjust teaching practices to reflect the latest research, their own experience and that of colleagues.

One component of the initiative is designed to provide beginning teachers with excellent training and supervision by professors from the arts and sciences as well as education faculty in a two-year residency program at the start of their teaching careers. In addition, participating schools of education will conduct clinical research on pupil achievement gains that are associated with their graduates' teaching practices—evidence that would allow schools of education to continually refine their teacher education courses and advance the profession. "Thinking about teaching as a clinical profession is helpful, because it attends to all the dimensions of teaching: the curriculum, the teaching strategy, the assessment," said Patricia A. Wasley, commenting on the

initiative. She is dean of the College of Education at the University of Washington.

Joining the Corporation's initiative are the Ford Foundation and the Annenberg Foundation, which each committed \$5 million to enable a total of four schools to be integrated into the program for fiscal 2002, and the Rockefeller Foundation, which will be covering the costs of a major evaluation of the initiative.

Another effort to strengthen higher education in the U.S., under the auspices of the Strengthening U.S. Democracy program, involves helping colleges and universities recognize and refine their role in educating students to be good citizens. For this purpose, the Corporation invested \$900,000 in a grant to Campus Compact at Brown University. Campus Compact is a coalition of 740 college and university presidents who recognize that teaching students to be good citizens is part of their institutional mission; at these schools, more than 330,000 undergraduates volunteer in community service, including "service learning" projects that are integrated into course work.

"Democracy needs to be reborn in every generation and education is its midwife"—John Dewey said that, and that is what we're all about," said Elizabeth L. Hollander, Campus Compact's executive director. With the Corporation's support, Campus Compact will conduct research to determine which universities and colleges are doing the best job of educating students for civic responsibility. The best programs will be analyzed and the information will be shared with the nation's institutions of higher education. The research will also be used to inform public policymakers about the need to create a national system to support institutions in fulfilling this civic mission. On the same theme, the Corporation

gave support to Project Pericles in New York for its work with ten universities and colleges that are developing strategies for helping students become active participants in our democracy.

To strengthen higher education in Africa, the Corporation is continuing to work with three other foundations—Ford, Rockefeller and the John D. and Catherine T. MacArthur Foundation—on a \$100-million investment program in African universities over five years. Since 2000, the partners have been working collectively on research and communication, but naturally setting their own grantmaking priorities in higher education.

During fiscal 2002, the Corporation invested more than \$10 million in universities in Tanzania, South Africa, Ghana and Uganda. Major efforts are being made to address racial and gender inequities. Corporation initiatives include helping build a scholarship program for women in selected universities, improving teaching with new technology and strengthening disciplines of critical importance to national progress.

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The largest investment, a \$3.1 million grant to the Department of Education in Republic of South Africa, will establish a

national scholarship program for undergraduate women. While there are actually more undergraduate women than men in college there, financial barriers—stemming from race and class—contribute to the underrepresentation of women in the fields of science, health sciences, engineering, technology, economics and business. The grant will be used to provide full scholarships to 50 women each year for three years while they earn degrees in fields where women are underrepresented.

To improve college teaching, the Corporation is supporting the University of Ghana's work in using audio-visual materials and the Internet to enhance teacher training and research. Corporation support will also help the University of the Western Cape improve teaching and learning through development and dissemination of communication technology.

In an effort to meet national needs, several universities received Corporation support to strengthen disciplines, including: construction engineering, veterinary medicine, medicine and gender studies at Makerere University in Tanzania; international trade and investment at the University of Pretoria, South Africa; structural biology at the University of Cape Town, South Africa; accounting at the University of Fort Hare; and the management of AIDS at University of Stellenbosch and the Medical University of Southern Africa.

Strengthening libraries, of course, strengthens all educational institutions. This fiscal year the Corporation's Africa initiative, Revitalizing Public Libraries, bolstered its investment with \$2 million grants to each of the library systems in Botswana and Kenya to support their work in carrying out strategic plans developed in the last few years. In both countries, the grants will

be used to provide modern equipment and trained staff at libraries that will become models that can be copied elsewhere.

The International Peace and Security program has also been working on a major higher education initiative. Called Higher Education in the former Soviet Union and first announced in fiscal year 2000, the initiative is designed to strengthen the intelligentsia, the region's engine of reform, and nurture a new generation of scholars and leaders in the region. As of fiscal 2002, the Corporation—joined by the MacArthur Foundation, Open Society Institute and the Russian Ministry of Education—has created eight Centers for Advanced Study and Education (CASEs) at major universities in the region to enhance opportunities for research, education and scholarship in Russia. These centers enable the universities to create academic hubs for scholars in the social sciences and the humanities and become intellectual communities for scholars, both young and well established.

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Five of the eight CASEs were announced this year, when five more Russian regional universities were chosen to host a center. Gregorian said the centers will play important roles in integrating Russia into the west: "We believe an investment in Russia's intellectual and academic resources will contribute to its

capacity to rebuild societies and reduce the region's isolation. A strong system of higher education coupled with healthy respect for scholarly and scientific research is central to the task of rejuvenating Russia and other post-Soviet states from within." The CASEs program is co-administered by the Woodrow Wilson Center's Kennan Institute for Advanced Russian Studies and the Center for Information, Scholarship and Education in Moscow.

In a final note about the Corporation's immediate responses to September 11th, the foundation appropriated up to \$10 million to respond to the unmet needs of those in New York City and elsewhere. The foundation initially awarded grants totaling \$1.85 million to New York City public schools directly affected by the attacks; the grants were made in honor of the teachers who played such a pivotal role in helping students cope after the attack on the World Trade Center. Grants totaling \$1.6 million were also made to five public broadcasters who won respect and appreciation from the public for their community and journalistic work after the attacks. These funds included support for two public broadcasting outlets, WNYC Radio and Channel 13 WNET, that lost their broadcasting antennas atop the World Trade Center. In the coming months and years, the Corporation will continue to draw on the appropriated funds to meet needs that have not been met.

Corporation support for nonprofit organizations after September 11 naturally fell in line with the foundation's long-standing, but recently increased, commitment to strengthen the capacity of nonprofit organizations to excel in their work. Illustrative of these new investments were: \$175,000 for eGrants.org to develop an online donation processing and

training service for nonprofits; \$300,000 to CompuMentor Project to provide nonprofits with a web site (www.techsoup.org) for locating technical information and assistance; \$500,000 for the First Nations Development Institute to provide technical assistance and small grants to Native American nonprofits; and \$500,000 to the National Alliance for Nonprofit Management for improving the management and governance of nonprofits.

The Corporation also accepted responsibility to distribute \$10 million on behalf of a donor who wished to remain anonymous. The philanthropist asked the Corporation to distribute, at the discretion of the president, the funds to the city's cultural and arts organizations that were struggling in the aftermath of the attacks. In February, 2002, Gregorian approved 137 awards of up to \$100,000 each to a wide variety of small and medium-sized organizations—ranging from Art In General Inc. to Brooklyn Children's Museum to Wave Hill and Young Playwrights, Inc. In announcing the grants, Gregorian said, "We wanted to find organizations that reach this great city's citizens in their neighborhoods and reflect the diversity of our cultures, roots, interests and arts. This city of immigrants has always been a mecca for those who love the imagination and the power of man to create. Our donor understands the greatness of this city and the centrality of its cultural institutions."

This introductory overview gives a sense of the Corporation's work in fiscal year 2002. The following description of 398 grants, with an investment totaling \$150,987,423, provides a more detailed picture of the year's efforts to create and spread knowledge and understanding.

Education

Early Childhood Education and Care

EDUCATION DEVELOPMENT CENTER, INC.,
Newton, MA

AN EVALUATION OF THE USES OF STUDENT ASSESSMENT
AND ACCOUNTABILITY DATA TO IMPROVE STUDENT
LEARNING. TWO YEARS, \$493,500.

Accountability, assessment and standards are at the core of today's educational reform efforts and at the forefront of the federal, state and local education policy community's agenda. To address the need for teachers and principals to be able to use assessment data more effectively, the Center for Children and Technology (CCT) at the Education Development Center is evaluating a large-scale reporting system being implemented in New York City by the Grow Network, an educational organization engaged by the New York City Board of Education to prepare 450,000 reading and mathematics reports for students in grades 3–8. The system generates individualized snapshots of each student's performance, aiming to provide teachers with information to assist them in developing the particular skills of students rather than encouraging them "to teach to the test."

Janet Whitla, President. www.edc.org

HARVARD UNIVERSITY, Cambridge, MA

JOINT PROJECT WITH THE NATIONAL GOVERNORS'
ASSOCIATION TO IMPROVE THE EDUCATION OF
TEACHERS OF READING AT THE STATE LEVEL.
TWO YEARS, \$567,600.

The newly ratified Elementary and Secondary Education Act (ESEA) has tripled funding for reading programs; Reading First, a \$900 million dollar initiative, will provide funds for "evidence-based" reading programs for children in kindergarten through Grade 3. Harvard University's Catherine Snow, a leading literacy authority and author of *Preventing Reading*

Difficulties, together with the National Governors' Association (NGA), is undertaking a series of activities designed to put teacher education at the center of the literacy reform movement. In collaboration with teacher education and education leaders from a number of states, members of the project are working to improve the quality of teacher education—the preparation of teachers to teach literacy skills—and to bring early childhood teacher education programs, state policymakers and local school districts together to help implement the Reading First legislation.

Catherine Snow, Professor of Education, Graduate School of Education.

STANFORD UNIVERSITY, Stanford, CA

RESEARCH, ANALYSIS AND DISSEMINATION OF
PRACTICES TO IMPROVE READING COMPREHENSION
ACROSS DISCIPLINES IN GRADES FOUR AND UP.
TWO YEARS, \$510,900.

For many students, the transition from reading in the early grades to comprehending complex expository texts in the later grades can be a difficult process. Struggling readers, in particular, face enormous challenges in reading comprehension and writing at the middle school and high school level, and students for whom reading failure is not reversed early are often at the highest risk of dropping out of school. A team of experts at Stanford University is undertaking a project to examine educational practices that can significantly improve the quality of literacy and comprehension at upper elementary, middle and high school levels. Members of the project are investigating conditions that give rise to successful programs; the interplay of content, processes and tools necessary to provide a sound teaching and learning environment; and opportunities to break down barriers across disciplines to enhance literacy in content areas. The project will result in the development of models of best practices that can be implemented in a wide range of school settings and adapted to a variety of content fields.

Michael L. Kamil, Professor, School of Education.

TEACHERS COLLEGE, COLUMBIA UNIVERSITY,
New York, NY

FINAL GRANT TOWARD A JOINT PROJECT WITH THE
UNIVERSITY OF WASHINGTON TO DEVELOP AND
REFINE A FINANCING MODEL FOR UNIVERSAL EARLY
CARE AND EDUCATION FOR AMERICAN CHILDREN.
TWO YEARS, \$500,000.

In 1999, the Corporation awarded a grant to the University of Washington to develop a model early childhood education program that takes realistic account of affordability, patterns of use and other factors central to broadening the availability of high-quality programs. Under this grant, Teachers College, together with the University of Washington, is working with South Carolina and Illinois to refine the model and develop practical options for financing and managing quality early childhood education systems in those states. An in-depth evaluation of the project will be conducted and a final report, background papers and policy briefs will be disseminated to state and national policymakers and practitioners.

Sharon Lynn Kagan, Executive Director, Center for Children and Families.

Higher Education

ACADEMY FOR EDUCATIONAL DEVELOPMENT, INC.,
Washington, DC

TEACHERS FOR A NEW ERA: A CORPORATION
INITIATIVE TO REFORM AND IMPROVE THE EDUCATION
OF TEACHERS. THREE YEARS, \$6,553,800.

Carnegie Corporation of New York is undertaking a reform initiative, entitled Teachers for a New Era, to stimulate development of excellent teacher education programs at selected colleges and universities. The initiative is organized according to three principles: teacher education programs should be guided by a respect for evidence, as seen, for instance, in student gains; faculty in the disciplines of the arts and sciences must be fully engaged in the education of prospective teachers; and education should be understood as an academically taught clinical practice profession. After a thorough review process, four institutions with

leadership that elevate the role and importance of schools of education within the university community were selected to submit proposals for funding. The Corporation is joined in this initiative by the Ford and Annenberg foundations; the Academy for Educational Development is serving as fiscal agent.

Stephen F. Moseley, President and Chief Executive Officer.
www.aed.org

ASSOCIATION OF AMERICAN COLLEGES AND
UNIVERSITIES, *Washington, DC*

A FINAL GRANT FOR DEVELOPMENT, DISSEMINATION
AND INSTITUTIONALIZATION OF PRACTICES DESIGNED
TO STRENGTHEN LIBERAL ARTS EDUCATION.
TWENTY-ONE MONTHS, \$726,900.

In the 1990s, colleges and universities began to experiment with new approaches to liberal arts education designed to enhance students' capacity for engaging in rigorous intellectual work. These approaches are not yet part of the practice of most college faculty and therefore do not reach the majority of undergraduates. With assistance from this grant, the Association of American Colleges and Universities (AAC&U) is working with colleges and universities chosen for their progress in institution-wide reform of liberal learning to clarify the goals of liberal education and develop, disseminate and help institutionalize curricular models and pedagogy that further these goals. Working groups, seminars and a summer institute are being offered for administrators, faculty and high school teachers. The project will result in electronic and printed reports and other materials.

Andrea Leskes, Vice President for Education and Quality Initiatives. www.aacu-edu.org

BARD COLLEGE, *Annandale-on-Hudson, NY*

SUPPORT OF THE BARD HIGH SCHOOL EARLY
COLLEGE MODEL FOR URBAN PUBLIC EDUCATION
IN THE LIBERAL ARTS. TWO YEARS, \$300,000.

In June 2001, the New York City Board of Education and Bard College jointly created Bard High School Early College (BHSEC), a hybrid school/college institution. Students, who may enter the school in

9th or 11th grade, complete high school and two years of college-level work in four years, earning a high school diploma and an associate of arts degree in liberal arts and sciences from Bard College. BHSEC is modeled on Simon's Rock College—a private, residential, four-year liberal arts college for 16-year-olds—but adapted to a public school system in an urban environment. BHSEC offers an alternative to traditional public high school and provides a rigorous path to postsecondary education for young people from diverse backgrounds.

Robert Martin, Vice President for Academic Affairs.
www.bard.edu/BHSEC/

CARNEGIE CORPORATION OF NEW YORK,
New York, NY

START-UP COSTS AND TECHNICAL ASSISTANCE
ASSOCIATED WITH THE TEACHERS FOR A NEW ERA
INITIATIVE. ONE YEAR, \$496,800.

Over the years, key grants made by the Corporation to improve teaching and learning have included funds to support the establishment of the National Board for Professional Teaching Standards and the National Center for Education and the Economy; development of the National Network for Educational Renewal; Teach For America; the call for reform by the American Council on Education; and the modernization of accreditation principles for the National Council for the Accreditation of Teacher Education. In light of recent research that establishes the quality of the teacher as the most important cause of pupil achievement, the Corporation is undertaking a reform initiative to stimulate construction of excellent teacher education programs at selected colleges and universities. The initiative, called Teachers for a New Era, is organized by three design principles: a teacher education program should be guided by a respect for evidence; faculty in the disciplines of the arts and sciences should be fully engaged in the education of prospective teachers, especially in the areas of subject matter understanding and general and liberal education; and education should be understood as a clinical practice profession.

Dan Fallon, Chair, Education Division. www.carnegie.org

DILLARD UNIVERSITY, *New Orleans, LA*

ENHANCING LIBERAL ARTS EDUCATION ACROSS
DIVERSE INSTITUTIONS. FIFTEEN MONTHS, \$537,800.

College and university faculty increasingly use new technologies in the classroom, but some institutions have more experience than others with the faculty training and support central to these activities. The issues are of particular interest in core liberal arts courses, which have relied heavily on face-to-face instruction and have valued the character of the specific teacher. Under this grant, Dillard University is working with the University of Colorado at Boulder, a campus experienced in such faculty support, to create web-based teaching modules for two liberal arts courses—calculus and humanities—taught at both institutions. Joint faculty teams are developing course modules that emphasize instructional approaches appropriate to diverse students.

Elfred A. Pinkard, Associate Provost and Vice President for Academic Affairs.

FORUM FOR HIGHER EDUCATION FUTURES,
Cambridge, MA

ONE-TIME FUNDING OF RESEARCH AND DISSEMINATION
ON TECHNOLOGY AND LIBERAL LEARNING.
THREE YEARS, \$160,200.

While the emergence of the Internet and the explosive growth in the use of personal computers in the last quarter century has resulted in widespread experimentation with new electronic teaching techniques in academic circles, many possibilities remain untested, particularly in the liberal arts, which has relied heavily on face-to-face instruction and valued the character of the teacher. The Forum for Higher Education Futures, an association of scholars and academic leaders from across the country who convene annually to facilitate shared inquiry and collaboration on issues likely to influence the future of higher education, is undertaking a project to examine how electronic technologies can be used effectively in the teaching of the liberal arts. Findings are to be disseminated through a series of six research papers.

Joel W. Meyerson, Director.

PUBLIC EDUCATION NETWORK, *Washington, DC*

A PUBLIC ENGAGEMENT CAMPAIGN TO IMPROVE
TEACHER QUALITY. THREE YEARS, \$650,000.

Research indicates that students attending high-poverty secondary schools are more than twice as likely as students in low-poverty schools to be taught by teachers not certified in their fields. The Public Education Network (PEN) has undertaken a major project to create public support and demand for changes in policy that will elevate the quality of teaching in low performing middle and high schools, with the goal of helping students to meet challenging new standards. With assistance from PEN, local education funds are collecting data in three major areas: teacher skills and capacity; working conditions; and compensation. Stakeholders and policymakers will then conduct a community-wide strategic planning session to consider how to address disparities. Funds have been raised to support implementation in five sites; Corporation funds will allow a district involved in the foundation's high school reform initiative to participate.

Amanda R. Broun, Senior Vice President.
www.publiceducation.org

STANFORD UNIVERSITY, *Stanford, CA*

A JOINT PROJECT WITH TEACHSCAPE TO PRODUCE
WEB-BASED PROFESSIONAL DEVELOPMENT MATERIALS
FOR TEACHERS OF ENGLISH-LANGUAGE LEARNERS.
TWENTY-SEVEN MONTHS, \$448,500.

Approximately 3.5 million school-age children in the United States are currently classified as English-language learners (ELLs), and research shows that this population is growing. To provide high quality professional development for teachers serving ELL students, the Stanford University School of Education and Teachscape, an organization that produces web-based platforms for teacher professional development, are developing a set of online video cases of teaching practices that prepare teachers to work effectively with ELL students. Corporation funds are supporting two cases, one focusing on methodology for teaching ELL middle school students and the other focusing on methodology for teaching academic content to ELL

students. The set of four cases will be available to teachers utilizing the Teachscape Learning System.

Kenji Hakuta, Vida Jacks Professor of Education, School of Education.

STATE HIGHER EDUCATION EXECUTIVE OFFICERS
ASSOCIATION, *Denver, CO*

A TEACHER QUALITY INITIATIVE. TWO YEARS, \$663,200.

Since most teachers are educated in state-supported public institutions, and virtually all teachers are trained and licensed within the parameters of state laws and regulations, chief officers of state-wide higher education boards bear a significant part of the responsibility for improving the capacity and quality of teachers. With this grant, the State Higher Education Executive Officers Association is working with its membership on an initiative to achieve greater alignment and effectiveness in state policies and institutional practices that help determine teacher quality. The initiative is providing technical assistance to at least ten states to improve the quality and content of pre-service teacher training and in-service professional development; producing policy briefs and case studies on successful state practices; and supporting dissemination activities of an initiative focused on teacher mobility issues.

Paul E. Lingenfelter, Executive Director. www.shceo.org

THE TEACHER EDUCATION ACCREDITATION
COUNCIL, INCORPORATED, *Washington, DC*

ONE-TIME FUNDING TOWARD THE IMPLEMENTATION
OF AN EVIDENCE-BASED SYSTEM OF ACCREDITATION
FOR TEACHER EDUCATION INSTITUTIONS.

THREE YEARS, \$900,000.

The Teacher Education Accreditation Council (TEAC) was founded in 1996 to examine and verify evidence provided by institutions of higher education that they prepare competent and qualified professional educators. Teacher education programs seeking TEAC accreditation must satisfy three basic principles of quality that require: evidence of student learning, including knowledge of subject matter and teaching skills; evidence that the assessment of student learning is valid; and evidence of the program's continuing

improvement and quality control. With this grant, TEAC is refining its system, conducting outreach on its approach to accreditation within the teacher education community and implementing the accreditation system more widely.

Frank B. Murray, President. www.teac.org

Urban School Reform

ASPEN INSTITUTE, INC., *Washington, DC*

CONGRESSIONAL PROGRAM ON EDUCATION.

ONE YEAR, \$446,000.

The Aspen Institute's Congressional Program on Education, formerly the Children's Policy Forum, brings together members of Congress with leading scholars and practitioners to examine problems facing American public education. Through seminars and an annual retreat, the program enables legislators to gain an in-depth understanding of education issues central to the national interest and to develop effective policy responses. In February 2002, support from this grant enabled participants to examine strategies aimed at promoting educational excellence through standards, accountability and comprehensive school reform and to discuss controversies in high stakes testing with prominent researchers and district reform leaders. A frequent seminar series engages legislators in ongoing dialogue with scholars.

*Dick Clark, Director, Congressional Program on Education.
www.aspeninstitute.org*

BOSTON PLAN FOR EXCELLENCE IN THE PUBLIC SCHOOLS, *Boston, MA*

IMPLEMENTATION OF DISTRICT-WIDE REFORM

IN SECONDARY SCHOOL EDUCATION.

FIVE YEARS, \$8,000,000.

The Corporation's Schools for a New Society initiative is designed to stimulate and support the transformation of urban high schools on a district-wide basis to ensure a high-quality education for all students. Seven urban districts and communities that have a proven record

of leadership for school reform were granted support under the initiative to implement action plans. In Boston, the Boston Plan for Excellence in the Public Schools is undertaking efforts to reform Boston's 12 large, comprehensive high schools. The plan, which aims to dramatically increase literacy levels and student engagement, represents a significant advance in the promising standards-based reforms already underway in the district's elementary and middle schools. The district's secondary schools are to be reorganized into small learning communities supported by a curriculum redesign and intensive professional development focused on building instructional capacity.

Ellen Guiney, Executive Director.

UNIVERSITY OF CALIFORNIA, *San Diego, CA*

IMPLEMENTATION OF DISTRICT-WIDE REFORM

IN SECONDARY SCHOOL EDUCATION.

FIVE YEARS, \$8,000,000.

As part of the Corporation's Schools for a New Society initiative, the San Diego Unified School District and the Center for Research on Educational Equity and Teaching Excellence—which is based at the University of California, San Diego—have developed a district-wide reform plan that is strongly focused on increasing student achievement by improving instruction and instructional leadership. Curriculum reforms at 18 comprehensive high schools that serve 31,300 students will target two major problems: only about one in three high school graduates meet course requirements for admission to California state colleges and universities; and of those who go to college, a majority require remedial courses. The action plan calls for expanding the district's intensive professional development program, with a strong emphasis on literacy.

Hugh Mehan, Director, Center for Research on Education Equity and Teaching Excellence. <http://create.ucsd.edu/>

CARNEGIE CORPORATION OF NEW YORK, *New York, NY*

TECHNICAL ASSISTANCE AND EVALUATION SERVICES FOR THE SCHOOLS FOR A NEW SOCIETY INITIATIVE.

ONE YEAR, \$1,250,000.

Through the Schools for a New Society initiative, the Corporation is granting support to seven urban districts and communities that have a proven record of district and civic leadership for school reform to implement plans for achieving excellence in high school education. The initiative emphasizes high school redesign, district reform, partnerships and community engagement. The selected districts developed action plans that demonstrate a commitment to creating high schools that are communities of effective teaching and learning where students make valuable contributions. The plans include strategies for improving instruction and school and district management and for maintaining strong community accountability for high school reform. The Bill & Melinda Gates Foundation is joining the Corporation in supporting the initiative.

Constancia Warren, Senior Program Officer, Education Division. www.carnegie.org

CHATTANOOGA-HAMILTON COUNTY PUBLIC EDUCATION FUND, *Chattanooga, TN*

IMPLEMENTATION OF DISTRICT-WIDE REFORM
IN SECONDARY SCHOOL EDUCATION.
FIVE YEARS, \$8,000,000.

Like other members of the Schools for a New Society initiative, the Hamilton County Schools and the Chattanooga-Hamilton County Public Education Fund engaged in a planning process that resulted in a community-wide and district-wide partnership committed to high school reform. Local partners include elected officials, district administrators, principals, teachers, parents and students as well as leaders from community organizations, higher education and businesses. Driven by the belief that schools must educate young people for success in the new economy, the partners are undertaking a project to overhaul the 16 high schools that serve 12,300 students in Chattanooga and its surrounding county. Key aspects of the plan include the elimination of low-level courses in all high schools; increasing the number of low-income and minority students who take rigorous academic courses; creating small learning communities; providing professional development for principals to lead and manage instructional reform; increasing professional development for teachers;

and expanding the use of literacy coaches—which is an approach used successfully in local middle schools.

Daniel Challener, President.

CHILD-CENTERED SCHOOLS INITIATIVE OF HOUSTON, *Houston, TX*

IMPLEMENTATION OF DISTRICT-WIDE REFORM
IN SECONDARY SCHOOL EDUCATION.
FIVE YEARS, \$12,000,000.

The Houston Independent School District and the Child-Centered Schools Initiative of Houston (known as the Houston A+ Challenge) have joined with community, business and higher education partners to develop a reform plan to dramatically change the city's 23 comprehensive high schools. The plan includes restructuring schools into small, personalized learning communities that have a clear focus on a career, academic or thematic topic and providing pedagogical training in literacy for teachers of all subjects. The plan, supported by the Corporation's Schools for a New Society initiative, builds on the district's prior work in reorganizing management and school accountability, strengthening curriculum and raising the percentage of students, especially students of color, who take academically rigorous courses.

Linda G. Clarke, Executive Director.

CLARK UNIVERSITY, *Worcester, MA*

IMPLEMENTATION OF DISTRICT-WIDE REFORM
IN SECONDARY SCHOOL EDUCATION.
FIVE YEARS, \$8,000,000.

In Worcester, MA, a broad-based partnership has been formed to develop a strategic plan for reforming the city's high schools. The partnership includes the Worcester Education Partnership—which was formed by the Worcester Public Schools—along with Clark University, the teachers union and other leaders in higher education, business and civic organizations. Worcester's large comprehensive high schools are to be redesigned into small schools that foster high levels of academic achievement, healthy development and good use of community resources. In addition, partners in higher education and the arts will pair

with schools to develop thematic and career-oriented educational programs. District-wide, there will be an increased emphasis on literacy and numeracy across the curriculum and an expansion of professional development for principals and teachers, including more time for teachers to share best practices and create interdisciplinary curricula.

Thomas Del Prete, Director, Jacob Hiatt Center for Urban Education.

**COUNCIL OF CHIEF STATE SCHOOL OFFICERS, INC.,
Washington, DC**

STRENGTHENING THE CAPACITY OF STATE EDUCATION AGENCIES AND DISTRICTS TO IMPROVE EDUCATION SERVICES FOR ENGLISH-LANGUAGE LEARNERS IN HIGH SCHOOLS. TWENTY-FIVE MONTHS, \$398,700.

Language-minority students represent the fastest growing sector of America's school-age population; estimates place their number at well over six million. The Council of Chief State School Officers' (CCSSO) Initiative to Improve Achievement in High Poverty Schools (HPSI) is working with state and district education leaders to promote effective policies and practices for improving the academic achievement of English-language learners at the secondary-school level. Building on the initiative's previous work in capacity building, the project aims to raise the level of awareness of the needs of English-language-learner students; motivate state and district officials to promote the replication of promising practices; and promote adoption of these practices in the Corporation's Schools for a New Society initiative sites.

Julia Lara, Acting Director, Initiative to Improve Achievement in High Poverty Schools. www.ccsso.org

HARVARD UNIVERSITY, Cambridge, MA

FINAL GRANT FOR RESEARCH AND DISSEMINATION ON THE INTERRELATEDNESS OF DROPOUT RATES, INCREASED ACCOUNTABILITY AND THE DEMOGRAPHICS OF URBAN HIGH SCHOOLS. TWO YEARS, \$421,300.

Harvard University's Civil Rights Project is an interdisciplinary initiative founded in 1996 by professors Christopher Edley, Jr., of Harvard Law School, and

Gary Orfield of the Harvard Graduate School of Education. Through research studies, conferences and publications, the project generates detailed examinations of the impact of K-12 educational policies on racially and ethnically diverse populations. With this grant, the project is commissioning, conducting and synthesizing targeted research in two interrelated areas: aligning dropout prevention strategies with accountability policies and charting the impact of rapid demographic changes on metropolitan school systems. The goal is to foster policies that help maintain strong and diverse schools. Findings are to be disseminated in coordination with education and civil rights groups.

Christopher Edley, Jr., Co-Director, Civil Rights Project.

JOBS FOR THE FUTURE INC., Boston, MA

FINAL GRANT TOWARD ASSESSMENT AND SCALE-UP OF NEW MODELS OF HIGH SCHOOL LEARNING. TWO YEARS, \$500,000.

With Corporation support, Jobs for the Future created From the Margins to the Mainstream, an initiative designed to examine emerging models of high school learning that meet both academically rigorous standards and "real world" needs, and to identify those models that have demonstrated success. Members of the initiative have documented the organizing principles, designs and instructional practices of successful alternative institutions, produced materials on the critical elements of common practices across these educational settings and published a report that links these findings to policy issues. In addition to providing districts undergoing reform with assistance on incorporating lessons learned from successful alternative education programs, Jobs for the Future is publishing policy briefs on changes in finance, credentialing and human resources practices that support systemic change in secondary education.

Adria Steinberg, Program Director, Margins to Mainstream. www.jff.org

JOBS FOR THE FUTURE INC., Boston, MA

RESEARCH, ADVOCACY AND COORDINATION OF THE EARLY COLLEGE NATIONAL NETWORK. TWO YEARS, \$500,000.

In 2002, the Bill & Melinda Gates Foundation—in partnership with the Corporation, the Ford Foundation and W. K. Kellogg Foundation—launched a \$40 million national initiative to create 70 small high schools with integrated pathways to higher education. The goal of the initiative, which is directed at disadvantaged high school students and others considered likely to drop out, is to design schools that enable students to earn both a high school diploma and up to two years of college credits or, in some models, an associate's degree. Seven organizations received grants under the initiative. Jobs for the Future (JFF), a nonprofit focused on increasing educational and career opportunities for youth, will serve as the overall coordinating and policy research organization for the initiative. With Corporation funds, JFF is conducting and commissioning new research on early colleges, reaching out to key policy constituencies and launching a communications and media strategy.

Nancy Hoffman, Director, Early College Initiative.
www.jff.org

LA GUARDIA COMMUNITY COLLEGE,
 Long Island City, NY

REDESIGN AND STARTUP OF TWENTY NEW MIDDLE COLLEGE HIGH SCHOOLS AS EARLY COLLEGE SCHOOLS.
 TWO YEARS, \$500,000.

As part of the early college high school initiative launched by the Bill & Melinda Gates Foundation, the Middle College High School Consortium, through the La Guardia Education Fund at La Guardia Community College, is designing eight new middle college high schools—small high schools located on community college campuses—and assisting in the redesign of 12 existing middle college high schools. The consortium's objective is to develop schools in which all students simultaneously complete high school and two years of college in five years. Two years of funding from the Corporation is being used to redesign two existing schools in New York City (Middle College High School and International High School), and to initiate four new schools.

Cecilia L. Cunningham, Director, Middle College High School Consortium.

LINKING EDUCATION AND ECONOMIC DEVELOPMENT IN SACRAMENTO,
 Rancho Cordova, CA

IMPLEMENTATION OF DISTRICT-WIDE REFORM IN SECONDARY SCHOOL EDUCATION.
 FIVE YEARS, \$8,000,000.

Linking Education and Economic Development in Sacramento, the Sacramento City Unified School District and school principals, teachers and students have developed a plan to reinvent Sacramento's secondary education system. The plan, supported by the Corporation's Schools for a New Society initiative, calls for creating a system that meets the needs of individual students as well as promoting rigor and relevance in academics. At the center of the transformation is the creation of small learning communities; across the district, teachers, students, parents and community members are dividing each of the eight large high schools, which now serve nearly 13,000 students, into six-to-ten small, autonomous learning communities. Sacramento's plan to strengthen principal leadership as part of this effort is being supported by the Broad Foundation.

Brenda Gray, Executive Director.

NATIONAL COUNCIL OF LA RAZA, Washington, DC

RESEARCH ON AND DISSEMINATION OF EFFECTIVE SYSTEMWIDE ASSESSMENT AND ACCOUNTABILITY PROGRAMS AT THE SECONDARY LEVEL FOR ENGLISH-LANGUAGE LEARNERS. EIGHTEEN MONTHS, \$400,000.

The National Council of La Raza (NCLR), a premiere organization serving Latinos in the United States through applied research, policy analysis, program development and advocacy, is working with scholars, practitioners, psychometricians and district and school personnel to conduct a thorough analysis of fair and effective assessment policies for English-language learners—children who are learning to speak English in school—at the secondary level. The research will lead to a set of concrete policy recommendations for state and local education leaders. With this grant, NCLR is raising awareness of assessment issues related to English-language learners and encouraging state and district officials to adopt effective assessment

practices, particularly in the Corporation's Schools for a New Society initiative sites.

Raul González, Education Policy Analyst. www.nclr.org

NEW AMERICAN SCHOOLS, *Alexandria, VA*

DEVELOPMENT OF ASSESSMENT TOOLS FOR DISTRICTS TO IMPROVE ACCOUNTABILITY IN COMPREHENSIVE SCHOOL REFORM. TWENTY-THREE MONTHS, \$301,100.

New ways of measuring student success that assess the value added by education—the competencies, knowledge and values gained by an individual attending a particular institution—show promise in determining the extent to which schools are successful in raising individual student achievement. New American Schools (NAS), a nationally recognized nonprofit organization that aims to help schools across the country significantly strengthen all student achievement through comprehensive school reform, is conducting research on three models for analyzing student achievement data based on the value-added approach to assessment. The project is identifying and developing best practices of collecting, analyzing and using value-added student achievement data by comparing the three models and recommending an information management system best suited to informed use of that data. The goal is to help states, districts and schools strengthen their accountability systems and practices.

Mary Anne Schmitt, President and Chief Executive Officer. www.newamericanschools.org

RHODE ISLAND CHILDREN'S CRUSADE FOR HIGHER EDUCATION, *Providence, RI*

IMPLEMENTATION OF DISTRICT-WIDE REFORM IN SECONDARY SCHOOL EDUCATION. FIVE YEARS, \$8,000,000.

The Rhode Island Children's Crusade for Higher Education, Providence Public Schools and other community and higher education partners in Providence are working to transform city high schools into learning communities where all students meet or exceed high academic standards and are prepared for success in life. The action plan focuses on improving

the most important interaction—that between teacher and student—in the classroom through the creation of small schools, the improvement of instruction and the support of young people's social, emotional and character development. Other strategies include setting high standards for all students and expanding professional development and coaching, with a special focus on incorporating literacy instruction into each academic discipline.

Mary Sylvia Harrison, President and Executive Director.

SRI INTERNATIONAL, *Menlo Park, CA*

JOINT PROJECT WITH THE EDUCATION DEVELOPMENT CENTER AND POLICY STUDIES ASSOCIATES TO BUILD THE CAPACITY OF URBAN SCHOOL DISTRICTS TO IMPROVE MATHEMATICS TEACHING AND INCREASE MATHEMATICAL COMPETENCE FOR ALL STUDENTS. ONE YEAR, \$194,900.

SRI International, in partnership with Education Development Center, Policy Studies Associates and a core group of consultants, has developed an initiative to improve teaching practices and increase mathematical competence for all students. Eight urban school districts that have successfully implemented rigorous, standards-based mathematics reforms have been selected to build a network of urban mathematics directors. The goals are to strengthen the policies and strategies for instructional reform in mathematics; to disseminate knowledge that consolidates evidence about effective instructional reform strategies within and across the districts; and to develop a plan for local and state policies based on a realistic appraisal of what it takes for all students in urban districts to have access to high-quality teaching in mathematics.

Patrick Sheilds, Director, Center for Education Policy. www.sri.com

WESTED, *Oakland, CA*

STRENGTHENING A MODEL OF ADOLESCENT LITERACY ACQUISITION. TWO YEARS, \$600,000.

WestEd, a nonprofit research, development and service agency, has developed the Strategic Literacy Initiative (SLI), a program to improve literacy among

low-achieving ninth graders in urban high schools. Through its Reading Apprenticeship framework, the initiative stresses the need for cognitive, social and developmental guidance and includes explicit instructional strategies teachers can use to model for students how to master academic material. Research has documented significant gains in reading achievement among a student population in California where the program has been implemented by over 700 teachers. WestEd is building on SLI's success by developing, field testing and disseminating new program materials and tools to enable educators to implement the SLI model in a minimum of eight urban districts nationwide. WestEd is also developing a strategy to increase knowledge about best practices in adolescent literacy among district and school leaders.

*Ruth Schoenbach, Director, Strategic Literacy Initiative.
www.WestEd.org*

WOODROW WILSON NATIONAL FELLOWSHIP
FOUNDATION, *Princeton, NJ*

THE DEVELOPMENT OF TEN NEW EARLY COLLEGE
HIGH SCHOOLS EMPHASIZING LIBERAL ARTS EDUCATION.
TWO YEARS, \$500,000.

The Woodrow Wilson National Fellowship Foundation is undertaking a project to design ten early college high schools over the next five years, all based on the model of Bard Early College High School in New York. The project, part of the early college high school initiative launched by the Bill & Melinda Gates Foundation, aims to create schools in partnership with four-year colleges that offer intensive liberal arts coursework in the 9th and 10th grades and college-level courses in the second two years. This grant from the Corporation supports project staff development and technical assistance in the early college high schools.

Robert Weisbuch, President. www.woodrow.org

Discretionary Grants

AMERICAN ACADEMY OF ARTS AND SCIENCES,
Cambridge, MA

ONE-YEAR GRANT OF \$25,000 FOR PUBLICATION AND
DISSEMINATION OF A STUDY ON THE CAUSES AND
CONSEQUENCES OF GRADE INFLATION AT UNIVERSITIES

DILLARD UNIVERSITY, *New Orleans, LA*

THREE-MONTH GRANT OF \$12,500 FOR
ENHANCING LIBERAL ARTS EDUCATION ACROSS
DIVERSE INSTITUTIONS

EDUCATIONAL LEADERSHIP PROGRAM, INC.,
New York, NY

ONE-YEAR GRANT OF \$49,700 TOWARD SUPPORT FOR
INCLUDING COMMUNITY COLLEGE LEADERS IN THE
EDUCATIONAL LEADERSHIP PROGRAM SEMINARS

FILM ARTS FOUNDATION, *San Francisco, CA*

THREE-MONTH GRANT OF \$25,000 TOWARD OUTREACH
AND PROMOTION OF THE DOCUMENTARY FILM,
ACCIDENTAL HERO: ROOM 408, ABOUT AN INSPIRING
PUBLIC SCHOOL TEACHER

UNIVERSITY OF GEORGIA RESEARCH FOUNDATION,
INC., *Athens, GA*

TEN-MONTH GRANT OF \$48,600 FOR REPORTS ON KEY
PRINCIPLED PRACTICES IN ADOLESCENT LITERACY
INSTRUCTION AT THE INTERMEDIATE, MIDDLE AND
HIGH SCHOOL LEVELS

INSTITUTE FOR RESPONSIVE EDUCATION,
Boston, MA

TWO-YEAR GRANT OF \$25,000 TOWARD DOCUMENTATION
OF BEST PRACTICES ON THE ROLE OF HIGH SCHOOL
FAMILY CENTERS IN ASSISTING FAMILY MEMBERS AND
SCHOOL STAFF TO SUPPORT STUDENTS' LEARNING

MEDIA KIDZ RESEARCH AND CONSULTING, INC.,
Teaneck, NJ

FOUR-MONTH GRANT OF \$23,000 FOR RESEARCH AND
WRITING ON THE IMPACT OF EDUCATIONAL TELEVISION

NATIONAL ASSOCIATION OF STATE BOARDS OF
EDUCATION, *Alexandria, VA*

TEN-MONTH GRANT OF \$45,500 TOWARD A STUDY
GROUP ON PUBLIC POLICY TO SUPPORT HIGH SCHOOL
REFORM

UNIVERSITY OF NORTH CAROLINA,
Chapel Hill, NC

ONE-YEAR GRANT OF \$25,000 TOWARD THE
ESTABLISHMENT OF CROSS-STATE DATA COLLECTION
SYSTEMS BY THE SOUTHEAST CENTER FOR
TEACHING QUALITY

RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY,
New Brunswick, NJ

NINE-MONTH GRANT OF \$43,300 FOR A SUMMER
INSTITUTE TO PROMOTE QUALITY IN EARLY
MATHEMATICS EDUCATION

WOODROW WILSON NATIONAL FELLOWSHIP
FOUNDATION, *Princeton, NJ*

SIX-MONTH GRANT OF \$41,400 FOR A DOCUMENTARY
HISTORY OF LIBERAL ARTS EDUCATION

International Development

Enhancing Women's Opportunities in Higher Education

UNIVERSITY OF DAR ES SALAAM,
Dar es Salaam, Tanzania

ACTIVITIES TO PROMOTE THE INCORPORATION
OF GENDER CONCERNS INTO THE UNIVERSITY'S
CURRICULUM, RESEARCH AND ADMINISTRATION.
EIGHTEEN MONTHS, \$199,100.

Since 1993 the University of Dar es Salaam has been developing and implementing strategies for institutional reform. To address gender equity, the university created the Gender Dimension Programme Committee, which advises the vice-chancellor on strategies to achieve gender equality at the university. With this grant, the committee is undertaking three sets of activities: it is conducting a gender analysis of existing university policies and developing a comprehensive gender policy for the university; developing a management information system for the committee and working with other university data collection units to ensure that all relevant data categories are disaggregated by gender; and undertaking a pilot project to incorporate gender systematically into the curricula of two academic departments.

Fenella Mukangara, Coordinator, UDSM Gender Program.

INSTITUTE OF EDUCATION, UNIVERSITY OF
LONDON, *London, United Kingdom*

RESEARCH AND DISSEMINATION ON THE SUSTAINABILITY
OF INTERVENTIONS TO IMPROVE GENDER EQUITY AT
UGANDAN AND TANZANIAN UNIVERSITIES.
TWO YEARS, \$197,700.

A number of universities in developing countries have undertaken initiatives to increase opportunities for women and improve gender equity within their institutions. To evaluate the impact and sustainability

of these initiatives, the Institute of Education at the University of London is coordinating a research project at universities in eight low- and middle-income British Commonwealth countries: Guyana, Kenya, Nigeria, Rwanda, South Africa, Sri Lanka, Tanzania and Uganda. This grant supports the work in Tanzania and Uganda. Researchers based in the countries are conducting the study, while a team of scholars at the institute are coordinating the networking and technical assistance aspects of the project. Research results will be posted on a project web site, presented at international conferences and published in a special edition of the McGill Journal of Education.

Louise Morley, Reader in Higher Education Studies.
www.ioe.ac.uk

DEPARTMENT OF EDUCATION, REPUBLIC OF
SOUTH AFRICA, *Pretoria, South Africa*

A NATIONAL SCHOLARSHIP PROGRAM FOR
UNDERGRADUATE WOMEN. EIGHT YEARS, \$3,146,900.

While women make up more than 50 percent of the undergraduate student population in South Africa, they are concentrated disproportionately in the arts, humanities and social sciences. Financial barriers stemming from race and class inequalities—and which current levels of financial assistance are insufficient to overcome—limit women's access to university training. Under this grant, full scholarships will be provided to fifty women each year for three years who are earning bachelor of arts degrees in fields where women are underrepresented at universities that excel in those fields. Students will be recruited from all provinces by a national committee and provided with career counseling and guidance on field and university selection. A research initiative, to focus on issues affecting women's academic achievement in universities, also will be developed.

Nasima Badsha, Deputy Director General: Higher Education. <http://education.pwv.gov.za>

Revitalizing Public Libraries

BOTSWANA NATIONAL LIBRARY SERVICE,
Gaborone, Botswana

STRENGTHENING INSTITUTIONAL CAPACITY AND
THE DEVELOPMENT OF FOUR MODEL LIBRARIES.

THREE YEARS, \$2,032,300.

Botswana National Library Service is using Corporation funds to broaden its readership and membership base and enhance its institutional capacity. Four of the 23 branch libraries in the system, two in urban centers and two in rural villages, are undertaking plans to become models of service delivery. With this grant, training in computer technology is being provided to staff at the selected branch libraries, outreach services are being expanded through the use of bookmobiles and book boxes, new books are being purchased for the libraries, village reading rooms and bookmobiles and a web site is being developed.

Constance Modise, Director.

KENYA NATIONAL LIBRARY SERVICE,
Nairobi, Kenya

STRENGTHENING INSTITUTIONAL CAPACITY AND
THE DEVELOPMENT OF FOUR MODEL LIBRARIES.

THREE YEARS, \$2,074,400.

Kenya National Library Service operates a central library and 28 branch libraries primarily in the more heavily-populated areas of Kenya. Bookmobiles and book boxes provide services to outlying villages and camel library services are extended to nomadic tribes and immigrants in Kenya's vast northern desert region. With this grant, the library service is strengthening the capacity of its headquarters and central library as well as four branches. The goal is to develop in the branch libraries exemplary models of service delivery. In addition to supporting some systemwide efforts, including the acquisition of new books for every library and the provision of professional development seminars for staff, funds are being used to establish a development office and undertake educational outreach activities.

Stanley K. Ng'ang'a, Director.

Strengthening African Universities

UNIVERSITY OF CAPE TOWN, *Rondebosch,*
South Africa

ESTABLISHMENT OF A MASTERS DEGREE PROGRAM
IN STRUCTURAL BIOLOGY, IN PARTNERSHIP WITH
THE UNIVERSITY OF THE WESTERN CAPE.

THREE YEARS, \$1,093,900.

The University of Cape Town, together with the University of the Western Cape, is establishing a joint Master of Science program in structural biology to help strengthen local research capacity in the field—which is essential to discovering drugs to cure AIDS, tuberculosis and malaria—and help build the knowledge and institutions needed to function in a globally competitive environment. The program has four components: the development and implementation of a lecture series focusing on the theory and practice of structural biology; a self-study program that utilizes computer technology and is supplemented by weekly face-to-face tutorials; a workshop and seminar series led by local and international researchers; and a mentor program. Students will be recruited from South Africa as well as other African countries.

Trevor Sewell, Professor, Electron Microscope Unit.

UNIVERSITY OF GHANA, *Legon, Ghana*

ENHANCEMENT AND CONSOLIDATION OF QUALITY
TEACHING AND RESEARCH. TWO YEARS, \$677,000.

To enhance the instructional and research effectiveness of the academic teaching staff at the University of Ghana, Legon, the university is undertaking a project to reform and enhance its communications infrastructure. A Faculty Development and Learning Resource Center is being established to train teachers in the preparation and use of audio and video materials and provide greater access to the Internet and the university's network. In addition, the university is expanding its satellite bandwidth, which will benefit the university community, other Ghanaian universities and the National Council for Tertiary Education, for

which the University of Ghana provides its sole gateway to the World Wide Web. Computers with Internet access are to be added to Volta Hall, the only female student hostel at the university, and activities will be conducted to strengthen the research and fieldwork of students and staff in the master of philosophy program in environmental sciences.

Samuel Sefa-Dedeh, Dean, International Programs.

HUMAN SCIENCES RESEARCH COUNCIL,
Pretoria, South Africa

RESEARCH AND STUDIES ON HIGHER EDUCATION
PARTNERSHIPS WITH INDUSTRY. ONE YEAR, \$150,000.

Central to South Africa's plans for economic and human development is the formation of partnerships between higher education institutions and industry that can help both sectors meet the demands of an emerging global economy, which requires an increasingly highly skilled labor force. The Human Sciences Research Council, a national research agency in South Africa focused on the social sciences, is launching a collaborative research effort—made up of a network of scholars based in research institutions and universities—to gather data on successful higher education-industry linkages. Centers of excellence will be recommended for support from and involvement with the private sector; a series of papers, best practice innovation studies, a colloquium and final report will serve to disseminate the information.

André Kraak, Executive Director. www.hsrc.ac.za

INTERNATIONAL INSTITUTE FOR EDUCATIONAL
PLANNING, *Paris, France*

SUPPORT OF THE ASSOCIATION FOR THE DEVELOPMENT
OF EDUCATION IN AFRICA. TWO YEARS, \$100,000.

The Association for the Development of Education in Africa (ADEA) seeks to promote effective partnerships between African ministries of education and funding agencies. By providing a forum on education in Africa, ADEA enables members to keep abreast of critical challenges and the strategic priorities and plans developed by African governments and other donors. The Corporation is a member of ADEA's Working

Group on Higher Education, which aims to strengthen collaboration between African governments, development agencies and higher education institutions to improve the effectiveness of development assistance. The group's current focus is on enhancing the capacity of African universities to use information and communications technologies. ADEA's Secretariat is based in Paris at the International Institute for Educational Planning. This grant supports the Corporation's membership dues for 2002 and 2003.

Mamadou Ndoye, Executive Secretary, Association for the Development of Education in Africa. www.adeanet.org

MAKERERE UNIVERSITY, *Kampala, Uganda*

INSTITUTIONAL DEVELOPMENT.
TWENTY-NINE MONTHS, \$1,065,100.

Makerere University's five-year institutional development plan, completed in 2000, prioritizes three strategic objectives: upgrading instruction and research in the science disciplines; gaining access to information and communication technology and building capacity for effective use; and integrating a concern for gender equality into all university operations. In June 2001, the Corporation awarded support for six projects aimed at achieving these objectives. This grant supports five additional projects: development of capacity in valuation and quantity surveying (construction engineering) in the Faculty of Technology; enhancement of student practical training in the Faculty of Veterinary Medicine; development of capacity in the Faculty of Medicine for social responsiveness to slum communities; adoption by the Faculty of Agriculture of revised curricula that incorporate gender issues and provision of scholarships for working women; and development of capacity for technology-based instruction in the Department of Women and Gender Studies.

Nelson Sewankambo, Dean, Faculty of Medicine.

NEW YORK UNIVERSITY, *New York, NY*

A POSITION AT THE STEINHARDT SCHOOL OF
EDUCATION TO FACILITATE THE WORK OF FOUNDATION
PARTNERS TO STRENGTHEN AFRICAN UNIVERSITIES.
TWENTY-FIVE MONTHS, \$89,900.

The Foundation Partnership to Strengthen African Universities is an initiative launched by the Corporation and the Ford, MacArthur and Rockefeller foundations in April 2000. The partnership aims to generate and share knowledge about African higher education; identify a few innovative universities with strong leadership and direct support to them; and advocate on behalf of African universities among other funders. This grant supports a partnership facilitator, to be based at New York University's Steinhardt School of Education, to be responsible for, among other tasks, responding to inquiries about the partnership, launching and maintaining a partnership web site and intranet, coordinating publication of university and higher education case studies and other analytical work, and providing guidance to the foundations on issues related to information and communications technologies in African higher education.

Lizabeth Levey, Partnership Facilitator, Steinhardt School of Education. www.foundation-partnership.org

UNIVERSITY OF PRETORIA, *Pretoria, South Africa*

A JOINT PROJECT WITH THE UNIVERSITY OF THE WESTERN CAPE TO DEVELOP AND IMPLEMENT ADVANCED TRAINING PROGRAMS IN INTERNATIONAL TRADE AND INVESTMENT. THREE YEARS, \$1,000,000.

The University of Pretoria, together with the University of the Western Cape, is launching a project to increase international trade and investment capacity in African nations through the establishment of two programs, a masters of law in international trade and investment law and a masters of commerce in the economics of international trade and investment. The programs offer training in research, evaluation and negotiation of trade and investment issues in and on behalf of South Africa and Africa. The goal of the partnership is to increase institutional capacity at the universities and foster the requisite skills in international trade and investment for graduates who are entering the private and public sectors. The program has the potential to become a model for programs in other countries.

Christof Heyns, Professor, Faculty of Law.

RAND AFRIKAANS UNIVERSITY, *Johannesburg, South Africa*

THE ESTABLISHMENT OF A FOUR-YEAR DEGREE IN ACCOUNTING AT THE UNIVERSITY OF FORT HARE, IN PARTNERSHIP WITH RAND AFRIKAANS UNIVERSITY. THREE YEARS, \$1,000,000.

The University of Fort Hare (UFH), together with Rand Afrikaans University (RAU), is establishing a four-year degree in accounting, to be based at UFH. The program, designed to prepare students to meet South Africa's prescribed standards of excellence in accounting, also aims to increase the number of black graduates in accounting—of the 20,000 members of the South African Institute of Chartered Accountants, there are presently only 211 black accountants—and to reduce gender inequality; only 12 percent of the 211 black accountants are women. In addition, the project is building the capacity of black faculty members, particularly at the University of Fort Hare, as well as that of junior, black and female faculty members at Rand Afrikaans University.

Nikki Schönfeldt, Senior Lecturer and Project Coordinator.

UNIVERSITY OF STELLENBOSCH, *Matieland, South Africa*

COLLABORATIVE PROGRAM WITH THE MEDICAL UNIVERSITY OF SOUTHERN AFRICA ON THE MANAGEMENT OF HIV/AIDS IN THE WORKPLACE. THIRTY-TWO MONTHS, \$1,000,000.

According to UNAIDS data, South Africa has the most rapidly growing HIV/AIDS epidemic in the world, with prevalence reaching 30 percent of the population in some regions of the country. Currently, 4.7 million South Africans are infected with HIV. To address the impact of the epidemic on the workplace, the University of Stellenbosch, in collaboration with the Medical University of Southern Africa, is establishing a one-year certificate program focused on the implementation of appropriate workplace policies and practices, programs of prevention and care and the strategic management of human resources. The program entails an integrated teaching model, which relies on face-to-face teaching, video-based interactive satellite broadcasts and web-based course

material; students also go on site visits to workplaces and interact with people living with HIV/AIDS. Outside experts from UNAIDS and the ILO are providing an important dimension of the management training course.

Jan du Toit, Professor, Department of Industrial Psychology.

UNIVERSITY OF STELLENBOSCH, *Matieland, South Africa*

RESEARCH AND DISSEMINATION ON THE TRANSFORMATIVE FACTORS THAT AFFECT THE PRODUCTION AND UTILIZATION OF SCIENTIFIC KNOWLEDGE IN HIGHER EDUCATION IN SOUTH AFRICA. TWO YEARS, \$150,000.

Under the new democratic dispensation, all 36 South African universities and technikons—higher education institutions with a career-focused, hands-on approach to education and training—have been called upon to become sites of learning and research that can help foster the transformation of a society previously divided along racial lines. The University of Stellenbosch is conducting a study to determine the extent to which changes that support or reflect societal transformation have occurred in the production and utilization of scientific knowledge in tertiary institutions. Led by Johann Mouton, a professor in the Centre for Interdisciplinary Studies at the university, the project aims to build on an existing database—one of the best sources of information on South African higher education institutions and associated trends—to inform the strategic plans of government, higher education, nonprofit and research institutions.

Johann Mouton, Professor and Director, Centre for Interdisciplinary Studies.

UNIVERSITY OF THE WESTERN CAPE, *Bellville, South Africa*

A PARTNERSHIP WITH UNIVERSITIES AND TECHNICAL COLLEGES TO RESEARCH AND DISSEMINATE THE APPLICATION OF INFORMATION AND COMMUNICATIONS TECHNOLOGIES TO ACHIEVE QUALITY AND EQUITY IN HIGHER EDUCATION IN SOUTH AFRICA. THREE YEARS, \$1,000,000.

The five tertiary institutions located in the Western Cape have formed a partnership that aims to use developments in information and communications technologies (ICT) to improve teaching and learning, enhance collaboration and generate better management among higher education institutions in South Africa. Through an ongoing research-based evaluation of six specialized projects, the University of the Western Cape is leading a project to identify the replicable characteristics of the collaboration and develop recommendations for other regions. The goal is to enhance the use of technology in national economic and social development. Outcomes are to include cross-disciplinary research reports and publications that document and provide guidelines for the role of technology in achieving quality and equity in higher education. Findings will be widely disseminated through workshops and symposia.

Derek Keats, Executive Director, Information and Communications Services.

UNIVERSITY OF THE WESTERN CAPE, *Bellville, South Africa.*

A STUDY OF THE RECONFIGURATION OF SOUTH AFRICA'S HIGHER EDUCATION INSTITUTIONS. THREE YEARS, \$151,700.

In March 2002, a report released by the Minister of Education's National Working Group made a series of recommendations on the reconfiguration of higher education institutions in South Africa. To document the implementation of these recommendations—which call for inter-institutional cooperation—the University of the Western Cape is conducting a study that includes a comprehensive review of the literature on institutional mergers in South Africa, both in higher education and business; the establishment of a group of participant observers in six sites currently undergoing reconfiguration; the collection of data concerning the direction and progress of restructuring at the institutions where the participant observers are based; and a final evaluation.

Teresa Barnes, Senior Researcher, Education Policy Unit.

Discretionary Grants

ASSOCIATION OF AFRICAN UNIVERSITIES,
Accra-North, Ghana

FIVE-MONTH GRANT OF \$25,000 TOWARD A
CONFERENCE ON THE ROLE OF AFRICAN UNIVERSITY
LIBRARIES IN THE 21ST CENTURY

BROWN UNIVERSITY, *Providence, RI*

TWENTY-FIVE-MONTH GRANT OF \$25,000 TOWARD A
CONFERENCE ON THE PROFOUND CHANGES AFFECTING
HIGHER EDUCATION GLOBALLY AND PARTICIPATION BY
AFRICAN SCHOLARS AND EDUCATORS

CENTRE FOR HIGHER EDUCATION
TRANSFORMATION TRUST, *Pretoria, South Africa*

NINE-MONTH GRANT OF \$50,000 TOWARD A STUDY
OF HIGHER EDUCATION IN THE EASTERN CAPE,
SOUTH AFRICA

UNIVERSITY OF ILLINOIS, *Urbana, IL*

THREE-MONTH GRANT OF \$23,000 TOWARD AFRICAN
PARTICIPATION IN A SYMPOSIUM ON AFRICAN
UNIVERSITIES IN THE 21ST CENTURY

LEADERSHIP FOUNDATION, *Washington, DC*

TWO-YEAR GRANT OF \$35,000 FOR SUPPORT OF AN
AFRICAN HIGHER EDUCATION FELLOW

MAKERERE UNIVERSITY, *Kampala, Uganda*

NINE-MONTH GRANT OF \$50,000 TOWARD
INCORPORATING A FOCUS ON WOMEN AND HIGHER
EDUCATION INTO AN INTERNATIONAL CONFERENCE
ON WOMEN AND GENDER

MANHATTANVILLE COLLEGE, *Purchase, NY*

FOUR-MONTH GRANT OF \$25,000 TOWARD
PARTICIPATION BY FEMALE UNDERGRADUATE
STUDENTS FROM MAKERERE UNIVERSITY AND
THE UNIVERSITY OF DAR ES SALAAM IN A GLOBAL
LEADERSHIP AND NETWORKING PROGRAM

MANHATTANVILLE COLLEGE, *Purchase, NY*

SEVENTEEN-MONTH GRANT OF \$39,500 TOWARD
PARTICIPATION BY FEMALE UNDERGRADUATE
STUDENTS FROM MAKERERE UNIVERSITY AND
THE UNIVERSITY OF DAR ES SALAAM IN A GLOBAL
LEADERSHIP AND NETWORKING PROGRAM

NATIONAL COUNCIL FOR TERTIARY EDUCATION,
Accra, Ghana

THIRTEEN-MONTH GRANT OF \$40,000 TOWARD A
CASE STUDY ON CHANGE AND TRANSFORMATION IN
GHANA'S UNIVERSITIES

TIDES CENTER, *San Francisco, CA*

FIFTEEN-MONTH GRANT OF \$25,000 TOWARD SUPPORT
FOR THE AFRICA GRANTMAKERS' AFFINITY GROUP

TUFTS UNIVERSITY, *Medford, MA*

ELEVEN-MONTH GRANT OF \$15,000 TOWARD A
WORKSHOP FOR STAFF OF THE UNIVERSITY OF
DAR ES SALAAM AND MAKERERE UNIVERSITY ON
TECHNOLOGY-ENHANCED CURRICULUM DEVELOPMENT

International Peace and Security

New Dimensions of Security: Evolving Notions of Sovereignty

UNIVERSITY OF CALIFORNIA, SAN DIEGO,
La Jolla, CA

RESEARCH, ANALYSIS AND DISSEMINATION ON
GLOBALIZATION, TERRITORIALITY AND CONFLICT.
TWO YEARS, \$260,000.

Chief among the effects of globalization is the notion that in the new global age, historically contested issues like national territory and the integrity of borders are no longer as relevant as they once were. Alternatively, many experts argue that these factors continue to play important roles in most internal and international conflicts. To examine both claims and the attendant implications for international peace and security, the Institute for International Comparative and Area Studies at the University of California, San Diego, is conducting an interdisciplinary research project that brings together senior- and junior-level scholars from California, the broader United States and abroad. A series of journal articles and commissioned papers targeted at a scholarly audience will be produced.

*Miles Kahler, Rohr Professor of International Relations,
International Relations & Pacific Studies.
www.ocga2.ucsd.edu*

CENTER FOR CULTURAL AND TECHNICAL
INTERCHANGE BETWEEN EAST AND WEST, INC.,
Washington, DC

RESEARCH AND DISSEMINATION ON NATIONAL IDENTITY,
ISLAM AND INTERNATIONAL CONFLICT IN ASIA.
TWO YEARS, \$350,000.

Although much of the world's attention has been focused of late on the rise of radical Islam in the Middle East and Afghanistan, Asia, with its immense Muslim populations, has also faced the phenomenon.

In particular, the confluence of Islam, nationalism and separatism in the region—in countries as varied as China, Indonesia and the Philippines—has been both a source of internal tension and unrest and a challenge to regional and international security. To strengthen understanding of this increasingly salient challenge and generate informed policy options, the Center for Cultural and Technical Interchange Between East and West is conducting an in-depth, multinational study of religious-based self-determination movements in the three countries.

Muthiah Alagappa, Director. www.eastwestcenter.org

COLUMBIA UNIVERSITY, *New York, NY*

COMPARATIVE RESEARCH AND ANALYSIS AND A
CONFERENCE ON ETHNIC REGIONAL AUTONOMY.
TWO YEARS, \$350,000.

Regional autonomy—the granting of certain political, economic and cultural rights to territorially concentrated groups within states—is central to contemporary international politics. While attempts to impose a single language, national identity or cultural heritage over citizens with distinct backgrounds can exacerbate ethnic conflict, the inability of groups to see themselves as part of a larger community that values diversity can produce separatist claims expressed through violence. Key to the future stability of China, for instance, which has the largest regional autonomy system of any country in the world, is its ability to account for the political and economic needs of 120 million citizens who are not of the dominant Han ethnic group. To gain a better understanding of the country's approach to regional autonomy and provide China with the opportunity to learn from other countries facing autonomy challenges, Columbia University's Center for International Conflict Resolution is convening a series of workshops and conferences to take place in the U.S., Europe and China.

*Andrea Bartoli, Senior Research Scholar and Director,
Center for International Conflict Resolution.*

UNIVERSITY OF DENVER, *Denver, CO*

DIALOGUE SERIES ON U.S.-CHINA RELATIONS
FOCUSING ON GLOBALIZATION, SELF-DETERMINATION
AND INTERNATIONAL PEACE AND SECURITY.
TWO YEARS, \$247,500.

As an emerging economic giant with great power aspirations, China faces a host of internal and external difficulties that have implications for globalization and international peace and security. Despite recent Sino-American tensions, the ongoing war against terrorism has presented new opportunities for exploring greater cooperation with China on a host of global issues. The University of Denver's Center for China-United States Cooperation is launching a dialogue series, to be held in China and the United States, involving leading Chinese, American and European scholars and policy experts. The goal of the project is to foster greater understanding and cooperation between the two countries on the following subjects: China and the U.S. in the new global context; domestic factors in China-U.S. relations; managing ethnic violence in the Asia-Pacific; and China, the U.S. and international organizations.

Timothy D. Sisk, Associate Professor, Center for China-United States Cooperation, Graduate School of International Studies.

INTERNATIONAL CRISIS GROUP, *Washington, DC*

FIELD-BASED RESEARCH AND ANALYSIS OF SELECT SELF-DETERMINATION DISPUTES, POLICY RECOMMENDATIONS AND DISSEMINATION. TWO YEARS, \$400,000.

In many countries, the weaknesses of internal political structures have exacerbated existing tensions between state authorities and restive groups seeking greater control of their own destinies (or seeking "self-determination"). Too often, the failure of a nation's political structures to be responsive to the grievances of beleaguered groups has been magnified by the equivalent failure on the part of external governments and organizations to devise and pursue appropriate intervention strategies. From the Balkans to East Asia, and from Africa to the states of the former Soviet Union, the extent to which national structures need to be reformed varies widely, as does the influence of external actors.

To determine the scope and nature of the options for outside intervention, the International Crisis Group is conducting on-the-ground research and analysis of select self-determination disputes and formulating policy recommendations for external governmental and nongovernmental actors and the media.

Mark Schneider, Senior Vice President. www.crisisweb.org

UNIVERSITY OF MARYLAND COLLEGE PARK
FOUNDATION, INC., *College Park, MD*

DATA GATHERING, ANALYSIS AND DISSEMINATION ON INITIATION AND SETTLEMENT OF SELF-DETERMINATION AND AUTONOMY DISPUTES. TWENTY-EIGHT MONTHS, \$400,500.

There are about 100 politically active ethnic groups in the world that have pursued autonomy or independence from larger states; sometimes, but not always, these groups have resorted to armed violence. The wide range of outcomes—from a combination of substate autonomy and powersharing to independent statehood—highlights a central unanswered question regarding self-determination movements: what determines the distinctions between the way each unfolds? To help address this and other relevant issues, University of Maryland political scientist Ted Robert Gurr and a team of researchers are expanding and refining a highly regarded and widely used comparative database on self-determination and autonomy movements. The updated database will be publicly accessible on the Internet for use by scholars and policy experts.

*Ted Robert Gurr, Senior Scholar, Center for International Development and Conflict Management.
www.bsos.umd.edu/cidcm*

WOODROW WILSON INTERNATIONAL CENTER FOR
SCHOLARS, *Washington, DC*

ONE-TIME FUNDING FOR A PROJECT ON INTERDISCIPLINARY POLICY DIALOGUES AND PUBLICATIONS ON CRITICAL WATER ISSUES. TWO YEARS, \$400,000.

As the world wrestles with the challenges of terrorism, nuclear weapons proliferation and a host of other security threats, fresh water scarcity—an important and

potentially destabilizing global problems—has received less attention from policy and scholarly communities. Beyond the direct, and increasingly dangerous, threat of conflict over scarce water from the Middle East to Northern China, water scarcity can also undermine a state's ability to function by weakening agricultural output, the environment, industrial production and human health. With funding from the Corporation, the Environmental Change and Security Program of the Woodrow Wilson International Center for Scholars is undertaking a multidisciplinary project to examine some of the most vexing and critical dimensions of global water scarcity, including the issue of understanding water as an economic or a social good; investigating water conflict and cooperation; and utilizing lessons learned about water conflict resolution.

Geoffrey D. Dabelko, Director, Environmental Change and Security Project. www.wilsoncenter.org

Russia and Other Post-Soviet States

AMERICAN LIBRARY ASSOCIATION, *Chicago, IL*

A MODEL PROJECT TO STRENGTHEN ACADEMIC LIBRARIES IN THE SOUTH CAUCASUS.

TWO YEARS, \$125,000.

Because libraries support intellectual freedom and provide access to information, they can play a crucial role in promoting civil society. As Andrew Carnegie realized early on, libraries provide a real and virtual space for members of a community to exchange ideas—ideas fundamental to democratic participation in civil society. Since 1998, the American Library Association (ALA), which has the mission of providing leadership for the development, promotion and improvement of libraries, has been working with three countries in the South Caucasus—Armenia, Azerbaijan and Georgia—on a project to strengthen academic libraries, which can serve as a model for strengthening libraries in the region, generally. The project aims to engage librarians and university officials in discussions on the role of libraries in their respective academic institutions and in civil society at

large; create venues for the libraries to improve their access to information; and recommend ways to share resources among the three university libraries and other libraries in the South Caucasus.

Michael Dowling, Director, International Relations Office. www.ala.org

ASPEN INSTITUTE, INC., *Washington, DC*

DISCUSSION BETWEEN U.S. AND RUSSIAN POLICYMAKERS BY THE ASPEN STRATEGY GROUP. NINETEEN MONTHS, \$360,000.

Following a half-decade of mutual disappointment and recrimination, relations between the United States and Russia are at a delicate juncture. Differences between Washington, D.C., and Moscow over missile defense, NATO expansion, the sanctions regime in Iraq and nuclear cooperation between Russia and Iran remain persistent irritants. In such instances, unofficial channels of communications can be useful to governments whose senior officials have neither the time nor the freedom to search for solutions. The U.S.-Russian Dialogue Program provides an unofficial vehicle for American and Russian decision-makers to discuss geopolitical, security and economic issues. In partnership with the Russian Council on Foreign and Defense Policy, the program will continue semi-annual meetings, alternating between Washington, D.C., and Moscow, each to be followed by briefings with policy officials.

Amy Mergerum, Program Manager, Aspen Strategy Group. www.aspeninstitute.org

ASPEN INSTITUTE, INC., *Washington, DC*

INTERNATIONAL ACTIVITIES OF THE CONGRESSIONAL PROGRAM. ONE YEAR, \$631,000.

In the wake of September 11, the U.S.-Russia relationship has entered a new phase; in creating a coalition to fight international terrorism, the two countries have moved toward a cautious partnership. However, divisive issues, ranging from national missile defense to the expansion of NATO, continue to loom large. The Aspen Institute's Congressional Program is designed to continue to improve congressional

understanding of, and engagement with, Russia. The program convenes bipartisan discussions, bringing together policymakers from the House and Senate and academic specialists in a major annual conference and regular breakfast meetings on Capitol Hill to address a range of issues germane to U.S.-Russia relations.

Dick Clark, Director, Congressional Program.
www.aspeninstitute.org

BROWN UNIVERSITY, *Providence, RI*

JOINT PROJECT WITH THE RUSSIAN INSTITUTE OF
ETHNOLOGY AND ANTHROPOLOGY ON RUSSIA'S
FIRST CENSUS. TWO YEARS, \$343,900.

Reflecting its Soviet legacy, the Russian Federation is built on a system that links territorial power with ethnicity; thirty-two of its eighty-nine federal units are named after particular ethnic groups. Russia's first post-Soviet census, to take place in October 2002, will present a unique opportunity to examine the ethnic fault lines and power-sharing arrangements in its federal structure. A joint team of researchers from Brown University's Watson Institute for International Studies and the Moscow-based Institute of Ethnology and Anthropology will conduct extensive, on-the-ground monitoring and analysis of the census and its implications for Russia's continued political development and stability. Project findings will be disseminated to national policymakers and census officials in both Russia and the United States.

*Dominique Arel, Assistant Professor, Thomas J. Watson, Jr.,
Institute for International Studies.*

CENTER FOR DEFENSE INFORMATION, INC., *Washington, DC*

ELECTRONIC NEWS SERVICES ON CONTEMPORARY
RUSSIA. TWO YEARS, \$301,900.

As Russia struggles to build a new democracy and market economy, a concerted effort must be made in the West to monitor, assess and provide perspective on Russia's developments. The Center for Defense Information (CDI) offers timely, Internet-based information on and analysis of Russia. Johnson's Russia List (JRL) is the center's daily resource on

Russian politics, economics, social development and military affairs. Supplementing the List is the CDI Russia Weekly, an e-mail compendium of articles and analyses designed to keep the nonexpert reader informed about Russia and its relations with other countries. In the coming years, CDI will maintain these electronic publications, and will also add two new information services: one aimed at readers in the United States, the other at Russian-speaking audiences in the former Soviet Union.

David Johnson, Senior Fellow. www.cdi.org

CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES, INC., *Washington, DC*

RUSSIA AND EURASIA PROGRAM. ONE YEAR, \$225,000.

In the early 1980s, in response to the confrontational state of U.S.-Russian relations, the Corporation provided support to a number of centers—many of which have become specialized—to advance U.S. understanding of Russia, improve U.S.-Russian relations and reduce the danger of a nuclear exchange. To address newly emergent concerns in the relationship between the United States and the post-Soviet states and identify new opportunities for forging closer links between the United States and the region, the Russia and Eurasia Program of the Center for Strategic and International Studies (CSIS) is undertaking a project to research, analyze and conduct policy outreach on a series of topics, including the relationship between Russia, Japan and the United States; trafficking in women from Russia and other post-Soviet states; financial networks and terrorism in Eurasia; international relations in the Caspian basin; the Russian economy and Russian national interest; human rights in Russia and the role of international organizations in Chechnya.

Celeste A. Wallander, Director, Russia and Eurasia Program.
www.csis.org

CIVIC EDUCATION PROJECT, INC., *Washington, DC*

SUPPORT OF THE LOCAL FACULTY FELLOWSHIP
PROGRAM IN RUSSIA AND UKRAINE.
TWO YEARS, \$400,000.

In much of the post-Soviet region, research and teaching have lost prestige due to poor salaries and lack of opportunities for professional advancement. While an increasing number of academics from the region are getting graduate training abroad, most do not return to teach in their home countries. Civic Education Project (CEP) is helping to revitalize higher education in the former Soviet Union through its Local Faculty Fellowship Program. The program enables Western-trained academics to return to teaching positions in their home countries by offering stipends, teaching materials, professional development opportunities and access to international scholarly networks. With funding from the Corporation, CEP will support fourteen Local Faculty Fellows in Russia and four Local Faculty Fellows in Ukraine.

*Jeffrey Meyers, Regional Director for Eurasian Programs.
www.cep.org.hu*

CONFLICT MANAGEMENT GROUP, *Cambridge, MA*

PROJECT ON STRENGTHENING HUMAN CAPITAL IN THE FORMER SOVIET UNION. TWO YEARS, \$500,000.

The successful development of democracy and a market-based economy in the post-Soviet states is dependent upon the existence of a new democratic and pluralistic political culture. A top priority in the states is to identify and support individuals with a potential to help their countries adapt to new circumstances. In 2000, to help young decisionmakers from the region gain the leadership skills necessary to achieve foundational change, the Conflict Management Group (CMG) established the Momentum Program: Changing Leadership Culture in the Former Soviet Union. The program entails a series of capacity-building workshops in the United States and the post-Soviet countries. Support from the Corporation is funding five of twelve proposed seminars.

*Arthur Martirosyan, Director, Momentum Program.
www.cmgroup.org*

HARVARD UNIVERSITY, *Cambridge, MA*

EXECUTIVE PROGRAMS FOR RUSSIAN MILITARY OFFICERS AND POLICYMAKERS FROM RUSSIA AND THE BLACK SEA REGION. TWO YEARS, \$1,030,000.

To assist post-Soviet countries in building the political and economic infrastructures that can support emerging democratic governments and market-oriented economies, Harvard University's John F. Kennedy School of Government established a series of executive programs for Russian military officers and policymakers from Russia and the Black Sea region. The goal of the programs—which bring together participants from the former Soviet states and the United States in a series of seminars—is to foster greater interaction between decisionmakers in the post-Soviet countries and their counterparts in the United States. The three series that make up the executive programs target Russian and American military officers and legislators and national security experts from the United States and the Black Sea region.

*Tad Oelstrom, Director, National Security Program,
John F. Kennedy School of Government.*

INTERNATIONAL RESEARCH AND EXCHANGES BOARD, INC., *Washington, DC*

IMPROVING UNIVERSITY ADMINISTRATION IN RUSSIA AND OTHER POST-SOVIET STATES. TWO YEARS, \$700,000.

One of the challenges facing universities in Russia and other former Soviet states is the management of modern higher education institutions. While universities in the region are beginning to reform curricula and teaching methods, there is a lack of expertise in operations management, strategic planning, fundraising, outreach and faculty and student services. Through a new University Administration Support Program, the International Research and Exchanges Board (IREX) is working to improve the administration of universities in Russia, Belarus, Kazakhstan, Moldova, Ukraine and Uzbekistan. The program, which hopes to reach 200 university administrators, will consist of three elements: introductory university administration training seminars; short-term training visits to the United States; and pilot administration reform projects within established universities.

Joyce Warner, Director, Academic Exchanges and Research Division. www.irex.org

NATIONAL SECURITY ARCHIVE FUND, INC.,
Washington, DC

SUPPORT FOR THE RUSSIA AND FORMER SOVIET UNION INITIATIVE. TWO YEARS, \$575,000.

The National Security Archive at George Washington University promotes the expansion of public access to government materials by locating, archiving and publishing declassified documents in the United States and internationally. Since the end of the Cold War, the archive has been working with organizations in Russia and other former Soviet states on a Russia and Former Soviet Union Initiative that strives to open archives throughout the former Soviet Union, build capacity for teaching and research on contemporary history and international affairs, and forge linkages between Russian and former Soviet academics and U.S. and international scholars and research networks. With renewed support from the Corporation, the archive is continuing the work of initiative.

Thomas S. Blanton, President and Executive Director.
www.gwu.edu/~nssarchiv

NEW SCHOOL UNIVERSITY, New York, NY

JOURNAL DONATION PROJECT. TWO YEARS, \$300,000.

The East and Central Europe Journal donation Project (JDP), established at New School University in 1990, assists libraries in the former Soviet Union—many of which have experienced severe reductions in acquisitions budgets and where academic libraries have found themselves in an especially difficult position—in obtaining English-language social sciences and humanities research journals. The project donates or provides deeply discounted multiple year subscriptions to scholarly and professional print journals, as well as complete back volume sets, to over 500 libraries in 27 countries. With support from the Corporation, JDP will continue to provide periodicals to libraries in the former Soviet Union, focusing primarily on the universities in Russia that host Corporation-supported Centers for Advanced Study and Education.

Arien Mack, Director, East and Central Europe Journal Donation Project.

THE RICHARD NIXON LIBRARY AND BIRTHPLACE FOUNDATION, Yorba Linda, CA

U.S.-RUSSIAN DIALOGUE ON INTERNATIONAL SECURITY. TWO YEARS, \$500,000.

The Nixon Center, initially established as a division of the Richard Nixon Library and Birthplace Foundation to analyze and address the challenges and opportunities of the post-Cold War era, conducts research into contemporary foreign policy issues and organizes an array of conferences, briefings, seminars, lectures and other events designed to advance U.S. foreign policy debates on crucial political, economic and security issues. The Center's U.S.-Russian dialogue on international security, cosponsored by two leading Russian think tanks, brings into discussion the most prominent academics, business leaders and former policymakers on both sides of pressing bilateral issues.

Dimitri K. Simes, President. www.nixoncenter.org

STANFORD UNIVERSITY, Stanford, CA

AN INITIATIVE TO REINVIGORATE THE STUDY OF THE SOCIAL SCIENCES THROUGH DISTANCE LEARNING AT RUSSIAN UNIVERSITIES. TWO YEARS, \$300,000.

The advent of the Internet and other information technologies has impacted higher education worldwide. Distance-learning programs, in particular, have blurred the boundaries between universities and altered relationships between institutions of higher learning and students. For the past two years, Stanford University's Institute for International Studies has been developing a model distance-learning program in the social sciences—with a focus on subjects relevant to international peace and security—in collaboration with the Russian Academy of Education and regional universities in Russia. The goals of the project are to reinvigorate the study of the social sciences in the former Soviet Union and establish closer educational links between Stanford University and post-Soviet universities.

Coit D. Blacker, Co-Director, Institute for International Studies.

WOODROW WILSON INTERNATIONAL CENTER
FOR SCHOLARS, *Washington, DC*

CREATION OF CENTERS FOR ADVANCED STUDY AND
EDUCATION IN RUSSIA. TWO YEARS, \$4,300,000.

Nearly a decade after the collapse of the Soviet Union, the region's academic institutions are struggling to establish themselves as purveyors of knowledge and contributors to society's transformation. In keeping with these aims, the institutions have undertaken projects to rejuvenate programs, revamp the traditionally isolated fields of the social sciences and the humanities and increase capacity to function as independent entities in a market-driven economy. To assist these efforts, the Corporation initiated a new program in 2000 aimed at creating Centers for Advanced Study and Education (CASEs) in Russia. The centers are designed to serve as academic hubs throughout Russia for scholars in the social sciences and the humanities. The Woodrow Wilson International Center for Scholars is administering the project.

Blair A. Ruble, Director, Kennan Institute for Advanced Russian Studies. www.wilsoncenter.org

Weapons of Mass Destruction

AMERICAN ACADEMY OF ARTS AND SCIENCES,
Cambridge, MA

RESEARCH AND DISSEMINATION ON THE MILITARY AND
COMMERCIAL USE OF SPACE. THREE YEARS, \$497,000.

Defending the rule of law and forging new areas of international cooperation have become newly urgent since the September 11 attacks on New York and Washington, D.C. Rooted in the U.S.-led coalition against terrorism, there is wide understanding that innovative forms of cooperation are necessary if future attacks are to be prevented. Less well understood are the set of circumstances that could undermine sustained international cooperation, including different approaches to the commercial and military development of space, particularly the weaponization of space. The American Academy of Arts and Sciences is examining technological trends in space development, identifying how these trends might affect future activity

and analyzing the ways in which various interests in and influence over the formulation of space policy have points of intersection and conflict.

Martin Malin, Director, Committee on International Security Studies. www.amacad.org

UNIVERSITY OF BRADFORD, *West Yorkshire, UK*

DEVELOPMENT OF GENOMICS GATEWAY, A WEB SITE
TO DISSEMINATE INFORMATION ON INTERNATIONAL
TREATIES AND AGREEMENTS ON BIOTECHNOLOGY.
TWO YEARS, \$247,800.

The Project on Strengthening the Biological and Toxins Weapons Convention and Preventing Biological Warfare at the University of Bradford researches and disseminates information on the adoption of a Verification Protocol for the Biological and Toxin Weapons Convention and on related biological warfare issues. Its web site, jointly operated with the Stockholm International Peace Research Institute, features analysis by experts in the field and official treaty-negotiation documents. To widen the scope of understanding of biological warfare issues, members of the project are creating Genomics Gateway, a link from its web site that will provide visitors access to information on a range of interrelated subjects, including biological arms control, biological antiterrorism, and trade, environment and health policy development.

Malcolm R. Dando, Director, Department of Peace Studies. www.brad.ac.uk/acad/sbtwc

CENTER FOR POLICY STUDIES IN RUSSIA,
Moscow, Russia

RESEARCH, TRAINING AND DISSEMINATION TO REDUCE
THE THREAT OF NUCLEAR PROLIFERATION IN RUSSIA.
TWO YEARS, \$220,000.

The Center for Policy Studies in Russia (known as the PIR Center) is the leading independent research and education organization in Russia on the nonproliferation of weapons of mass destruction. Established in 1994 by Vladimir A. Orlov, the center focuses on international security, arms control and civil-military relations issues. With this grant, the center is conducting a study on emerging proliferation risks in Russia

and publishing findings in Russian and English in the *Yaderny Kontrol* journal and digest. Through a training program, the center is also educating young nuclear security and arms control specialists and hosting a series of post-graduate researchers.

Vladimir A. Orlov, Director. www.pircenter.org

FEDERATION OF AMERICAN SCIENTISTS FUND,
Washington, DC

WORKING GROUP ON BIOLOGICAL WEAPONS
VERIFICATION TREATY NEGOTIATION WORK AND TOWARD
THE BIOSCIENTIST EDUCATION PROJECT TO DEVELOP
EDUCATIONAL MATERIALS ON BIOLOGICAL WEAPONS
AND THE DANGERS OF THE MISUSE OF BIOLOGY.
TWO YEARS, \$212,000.

To strengthen the effectiveness of the 1972 Biological and Toxin Weapons Convention (BWC), the Federation of American Scientists Fund established the Working Group on Biological Weapons Verification. In recent years, the group has had a very specific mission: to supply scientific and technical support to the Ad Hoc Group, which was created in 1993 to negotiate a legally binding verification protocol for the BWC. The federation is also creating the Bioscientist Education Project, which, through a web-based educational module, aims to educate bio-scientists about the risks inherent in the exploitation of biology.

Barbara Hatch Rosenberg, Director, Chemical and Biological Weapons Project, Department of Natural Sciences, State University of New York. www.fas.org

UNIVERSITY OF GEORGIA, *Athens, GA*

PROJECT TO DEVELOP KNOWLEDGE AND EXPERTISE
IN THE RUSSIAN FEDERAL ASSEMBLY AND IN THE
U.S. CONGRESS ON EXPORT CONTROL AND
NONPROLIFERATION ISSUES. TWO YEARS, \$255,000.

The Center for International Trade and Security at the University of Georgia focuses on research and teaching on trade, export controls and weapons proliferation. The center has inaugurated a project intended to augment Russia's ability to control weapons proliferation by strengthening the oversight capability of the Russian Federal Assembly, the Russian legislative body.

Through briefings, exchanges and visits by select deputies to Washington, D.C., for discussions with members of Congress and government officials, the project encourages legislative involvement in the legal and normative issues governing the transfer of nuclear, chemical and biological weapons, missile items and dual-use technologies.

Igor Khripunov, Associate Director, Center for International Trade and Security. www.uga.edu/cits

HARVARD UNIVERSITY, *Cambridge, MA*
UNIVERSITY OF SUSSEX, *Brighton, UK*

HARVARD/SUSSEX PROGRAM TO DEVELOP A NEW
INTERNATIONAL TREATY THAT WOULD CRIMINALIZE
THE DEVELOPMENT, PRODUCTION OR USE OF CHEMICAL
OR BIOLOGICAL WEAPONS. TWO YEARS, \$278,500
(\$134,000 TO HARVARD; \$144,500 TO THE UNIVERSITY
OF SUSSEX).

The Harvard/Sussex Program is a collaboration between Harvard University and the University of Sussex that aims to increase the contribution of scholarly research to the formation of biological and chemical weapons public policy. The program works to promote the global elimination of weapons of mass destruction and prevent the hostile exploitation of biotechnology. To address the threat to international security posed by nonstate actors, the program is developing an initiative that inserts sanctions of international criminal law into the existing biological and chemical disarmament regime. The program's objective is to establish a convention that would confer on national courts jurisdiction over individuals who develop, produce or use chemical or biological weapons.

Matthew S. Meselson, Co-director, Harvard Sussex Program, Department of Molecular and Cellular Biology, Harvard University. www.fas.harvard.edu/~hsp

J.P. Perry Robinson, Co-director, Harvard Sussex Program, Science and Technology Policy Research, University of Sussex. www.sussex.ac.uk/spru/hsp

HARVARD UNIVERSITY, *Cambridge, MA*
STANFORD UNIVERSITY, *Palo Alto, CA*

RESEARCH AND WRITING ON INTERNATIONAL SECURITY
BY WILLIAM J. PERRY AND ASHTON B. CARTER.
TWO YEARS, \$500,300 (\$250,000 TO HARVARD;
\$250,300 TO STANFORD).

A joint team of researchers from Stanford and Harvard universities has crafted the preventive defense project, which focuses on long-term security concerns. Over the next two years, projects include: developing a new paradigm for nuclear arms control in which the priority would be to keep weapons out of the hands of hostile states and terrorists; fostering U.S. cooperation with key partners, especially Russia, on countering bioterrorism; and understanding tensions in Northeast Asia. Paramount among the latter is China's antipathy to U.S. withdrawal from the Anti-Ballistic Missile Treaty and North Korea's response to President Bush's "axis of evil" reference in the State of the Union address.

Ashton B. Carter, Codirector, Preventive Defense Project, Belfer Center for Science and International Affairs, John F. Kennedy School of Government, Harvard University. www.preventivedefenseproject.org

William J. Perry, Codirector, Preventive Defense Project, Center for International Security and Arms Control, Stanford University. www.preventivedefenseproject.org

NATIONAL ACADEMY OF SCIENCES,
Washington, DC

TRILATERAL AND BILATERAL MEETINGS OF THE
COMMITTEE ON INTERNATIONAL SECURITY AND
ARMS CONTROL WITH ITS RUSSIAN AND CHINESE
COUNTERPARTS. EIGHTEEN MONTHS, \$150,000.

As the National Academy of Sciences' only standing committee, the Committee on International Security and Arms Control draws together scientists from around the world to foster open communication on security issues when more formal international relations are blocked. Over the last two decades, the committee has orchestrated regular bilateral dialogues between U.S. and Russian scientists, engineers and policy analysts, including experts in nuclear weapons and ballistic missiles. In the early 1990s, the committee replicated these efforts in its activities with China,

where it conducts one of the few continuing bilateral dialogues on security issues. With this grant, the Committee is hosting in 2003 a trilateral meeting between American, Russian and Chinese scientists.

Jo L. Husbands, Director, Committee on International Security and Arms Control. www.national-academies.org

NATIONAL ACADEMY OF SCIENCES,
Washington, DC

PROJECT ON RUSSIAN-AMERICAN COOPERATION IN
COUNTERING TERRORISM. ONE YEAR, \$200,000.

In April 2001, the Corporation made a grant to the National Academy of Sciences (NAS) to support a workshop in Moscow to explore possibilities for cooperative efforts between NAS and the Russian Academy of Sciences (RAS) on the scientific aspects of counterterrorism. The terrorist attacks on New York and Washington, D.C., on September 11, 2001, underscored the importance of the proposed cooperation and intensified related activities between the two academies. In January 2002, NAS and RAS signed a formal agreement for a three-year joint initiative that focuses on terrorist acts that cause mass casualties and disruption of economic or security systems, and acts that entail attacks on physical infrastructures, industrial complexes and on gathering places for public events. The academies are establishing parallel expert committees to guide the project.

Glenn E. Schweitzer, Director, Office for Central Europe and Eurasia, National Research Council. www.national-academies.org

PRINCETON UNIVERSITY, *Princeton, NJ*

FINAL GRANT FOR SUPPORT OF SOUTH ASIAN
SCHOLARS IN RESEARCH AND TRAINING ON NEW
POLICY INITIATIVES. ONE YEAR, \$170,000.

Princeton University's Program on Science and Global Security, based at Princeton's Woodrow Wilson School of Public and International Affairs, is a 25 year-old research group that focuses on developing new nuclear arms control and nonproliferation initiatives and providing analysis to an international community of experts. Since 1998, the program has

worked to strengthen the nuclear policy debate in South Asia, where few independent scientists (those working outside government nuclear complexes) have access to knowledge about nuclear weapons, missiles and energy. The work of two resident researchers in the program, Zia Mian and M.V. Ramana, is providing the foundation of the project, and a program for visiting scientists from South Asia has been implemented to support professional collaboration and joint dissemination of findings.

Harold A. Feiveson, Codirector, Program on Science and Global Security, Woodrow Wilson School of Public and International Affairs.

RUSSIAN AMERICAN NUCLEAR SECURITY ADVISORY COUNCIL, *Washington, DC*

PROJECT TO DEVELOP AND IMPLEMENT U.S.-RUSSIAN INITIATIVES TO ADDRESS PROLIFERATION THREATS IN RUSSIA'S NUCLEAR CITIES. TWO YEARS, \$363,200.

The work of the Russian American Nuclear Security Advisory Council (RANSAC) complements official U.S. and internationally-funded efforts to downsize and redirect the Russian nuclear weapons complex. RANSAC helps to develop and coordinate new initiatives that tap the scientific talent resident in the closed nuclear cities of Russia and undertakes outreach activities—aimed at policymakers in the United States and Russia, journalists, national laboratories and foreign governments—to draw international attention to the closed cities. With additional funds over the next two years, RANSAC is providing educational seminars for Congress and congressional staff about the scope and importance of a U.S.-Russian cooperative nuclear security agenda.

Kenneth N. Luongo, Executive Director. www.ransac.org

HENRY L. STIMSON CENTER, *Washington, DC*

RESEARCH, ANALYSIS AND DISSEMINATION ON CHEMICAL AND BIOLOGICAL WEAPONS PROLIFERATION, REGIONAL SECURITY IN SOUTH ASIA AND UNITED NATIONS PEACE OPERATIONS. TWO YEARS, \$700,000.

The Henry L. Stimson Center, a nonprofit, nonpartisan organization that aims to enhance international peace

and security, conducts scholarly analysis and educational outreach aimed at policymakers, journalists and diplomatic and military leaders. Three distinct areas of research at the center address issues that have become highly relevant in the aftermath of September 11: the Chemical and Biological Weapons Nonproliferation project, which addresses chemical and biological issues at both the national and subnational levels; the Regional Security in South Asia project, which works to reduce the nuclear risks emerging in India and Pakistan; and the project on the Future of Peace Operations, which focuses on peacekeeping reform in post-conflict Afghanistan.

Cheryl L. Ramp, Executive Vice President and Chief Operating Officer. www.stimson.org

Other

BROOKINGS INSTITUTION, *Washington, DC*

FOREIGN POLICY STUDIES PROGRAM.

TWO YEARS, \$800,000.

The Foreign Policy Studies program of the Brookings Institution conducts research on evolving international challenges, analyzes the potential impact on the United States and suggests policy responses. Members of the program are examining several sets of issues; Corporation funds are in support of two projects, one on American foreign policy in an age of globalization—with a close look at the relevance of arms control in a nonbipolar world—and the other on the complex interrelationship between Russia's changed domestic and international environments.

James B. Steinberg, Vice President and Director, Foreign Policy Studies Program. www.brookings.edu

COUNCIL ON FOREIGN RELATIONS, INC., *New York, NY*

INTERNATIONAL SECURITY STUDIES PROGRAM.

TWO YEARS, \$900,000.

Founded in 1921, the Council on Foreign Relations is a nonpartisan membership organization, research center and publisher that aims to enhance America's

understanding of the world and generate new ideas about U.S. foreign policy. The council convenes regular meetings that include heads of state and other luminaries, conducts a fellowship program to nurture new generations of thinkers and publishes *Foreign Affairs*, a preeminent journal on global issues. In the wake of the September 11th attacks on New York and Washington, D.C., the council reorganized nearly 60 percent of its planned activities to address the new security agenda. Foremost among these activities are a Task Force on America's Response to Terrorism and a series of roundtables on such topics as homeland security, international terrorism, refugees and displaced persons, global economic consequences and domestic and international law.

Lawrence J. Korb, Vice President. www.cfr.org

Discretionary Grants

JANE ADDAMS PEACE ASSOCIATION, INC.,
New York, NY

THREE-MONTH GRANT OF \$15,000 FOR A MEETING
OF INTERNATIONAL GOVERNMENTAL EXPERTS ON
DISARMAMENT AND NONPROLIFERATION ISSUES

AMERICAN ACADEMY OF ARTS AND SCIENCES,
Cambridge, MA

SEVEN-MONTH GRANT OF \$25,000 FOR RESEARCH
AND WRITING ON THE MILITARY AND COMMERCIAL
USE OF SPACE

ATLANTIC COUNCIL OF THE UNITED STATES, INC.,
Washington, DC

ELEVEN-MONTH GRANT OF \$49,900 TOWARD A PROJECT
ON RUSSIA'S INTEGRATION WITH THE WEST

AUSTRALIAN NATIONAL UNIVERSITY,
Canberra, Australia

TWO-YEAR GRANT OF \$24,900 FOR RESEARCH AND
WRITING ON INTERNAL CONFLICT AND CONFLICT
MANAGEMENT IN THE ASIAN-PACIFIC REGION

BOSTON UNIVERSITY, *Boston, MA*

FIFTEEN-MONTH GRANT OF \$25,000 TOWARD AN
INTERNATIONAL CONFERENCE ON EDUCATION IN THE
TWENTY-FIRST CENTURY

BOSTON UNIVERSITY, *Boston, MA*

ONE-YEAR GRANT OF \$25,000 FOR A CONFERENCE
ON THE CHALLENGES TO THE EXISTING POLITICAL
STRUCTURE OF THE WORLD

CENTER FOR NATIONAL POLICY, *Washington, DC*

TWENTY-FIVE-MONTH GRANT OF \$25,000 TOWARD
A DIALOGUE BETWEEN NORTH KOREAN MINISTRY
OFFICIALS AND RESEARCHERS AND U.S. POLICY
ANALYSTS AND POLICYMAKERS ON ARMS CONTROL
AND U.S.-KOREAN RELATIONS

CENTER FOR STRATEGIC AND INTERNATIONAL
STUDIES, INC., *Washington, DC*

FIFTEEN-MONTH GRANT OF \$50,000 TOWARD A STUDY
OF U.S.-NORTH KOREAN RELATIONS IN THE 1990S

CENTER FOR STRATEGIC AND INTERNATIONAL
STUDIES, INC., *Washington, DC*

FOURTEEN-MONTH GRANT OF \$25,000 FOR A U.S.-
KOREAN PROJECT TO ASSESS THE APPLICABILITY OF NEW
ARMS CONTROL MEASURES TO THE KOREAN PENINSULA

COLUMBIA UNIVERSITY, *New York, NY*

ELEVEN-MONTH GRANT OF \$49,300 TOWARD A
STUDY OF THE ROLE OF THE UNITED NATIONS IN
COUNTERTERRORISM

COMMUNITARIAN NETWORK, *Washington, DC*

FIVE-MONTH GRANT OF \$25,000 TOWARD A PROJECT
TO CONVENE INTERNATIONAL SCHOLARS AND POLICY
LEADERS TO DISCUSS HOW DEMOCRATIC STATES MAIN-
TAIN THEIR IDENTITY WHILE ACCEPTING IMMIGRANTS
WHOSE CULTURES DIFFER FROM THEIR OWN

FEDERATION OF AMERICAN SCIENTISTS FUND,
Washington, DC

EIGHT-MONTH GRANT OF \$25,000 FOR PLANNING A PROJECT TO EDUCATE BIOSCIENTISTS IN BIOLOGICAL WEAPONS CONTROL

GEORGETOWN UNIVERSITY, *Washington, DC*

THIRTY-MONTH GRANT OF \$24,900 FOR PLANNING A STUDY ON THE RELATIONSHIP BETWEEN WATER MANAGEMENT AND INTERNATIONAL TRADING REGIMES

GEORGIA TECH FOUNDATION INC., *Atlanta, GA*

TWO-YEAR GRANT OF \$25,000 TOWARD A FORUM TO STRENGTHEN TIES BETWEEN U.S. AND RUSSIAN PRIVATE AND PUBLIC ORGANIZATIONS IN SUPPORT OF THE NON-PROLIFERATION OF WEAPONS OF MASS DESTRUCTION

INTERNATIONAL HELSINKI FEDERATION FOR
HUMAN RIGHTS, *Vienna, Austria*

FIVE-MONTH GRANT OF \$25,000 FOR A CONFERENCE ON TRAFFICKING IN WOMEN IN EASTERN AND CENTRAL EUROPE AND THE FORMER SOVIET UNION

INTERNATIONAL PHYSICIANS FOR THE PREVENTION
OF NUCLEAR WAR, INC., *Cambridge, MA*

SEVEN-MONTH GRANT OF \$10,400 TOWARD A CONFERENCE ON AMERICAN, EUROPEAN AND RUSSIAN PERSPECTIVES TOWARD MISSILE DEFENSE

JOHN FITZGERALD KENNEDY LIBRARY
FOUNDATION, INCORPORATED, *Boston, MA*

NINE-MONTH GRANT OF \$50,000 TOWARD A SERIES OF EDUCATION FORUMS CALLED "RESPONDING TO TERRORISM"

LAWYERS ALLIANCE FOR WORLD SECURITY, INC.,
Washington, DC

EIGHT-MONTH GRANT OF \$25,000 FOR DISSEMINATION OF A WHITE PAPER ON THE COMPREHENSIVE NUCLEAR TEST BAN TREATY

MEDIATORS FOUNDATION, INC., *Lexington, MA*

SIX-MONTH GRANT OF \$25,000 TOWARD A DIALOGUE ON GLOBALIZATION BETWEEN REPRESENTATIVES OF THE WORLD ECONOMIC FORUM AND THE WORLD SOCIAL FORUM

NATIONAL ACADEMY OF SCIENCES,
Washington, DC

SIX-MONTH GRANT OF \$50,000 FOR PLANNING A TRILATERAL MEETING OF THE COMMITTEE ON INTERNATIONAL SECURITY AND ARMS CONTROL

NATIONAL ACADEMY OF SCIENCES,
Washington, DC

FOUR-MONTH GRANT OF \$21,500 FOR THE PLANNING MEETINGS OF A WORKING GROUP ON BIOLOGICAL WARFARE

NATIONAL COUNCIL FOR RESEARCH ON WOMEN,
INC., *New York, NY*

TWO-YEAR GRANT OF \$25,000 TOWARD SUPPORT OF THE MAGAZINE *WE/MYI, THE WOMEN'S DIALOGUE*

NATIONAL SECURITY ARCHIVE FUND, INC.,
Washington, DC

THREE-MONTH GRANT OF \$50,000 FOR DECLASSIFICATION AND DISSEMINATION OF GOVERNMENT DOCUMENTS RELATED TO NUCLEAR WEAPONRY

PEACE THROUGH LAW EDUCATION FUND,
Washington, DC

ONE-YEAR GRANT OF \$25,000 TOWARD RESEARCH AND DISSEMINATION ON THE VIEWS OF SENIOR U.S. AND FOREIGN MILITARY COMMANDERS ON THE U.S. MILITARY'S ROLE IN PEACE OPERATIONS

PENNSYLVANIA STATE UNIVERSITY,
University Park, PA

ONE-YEAR GRANT OF \$25,000 FOR A FINAL GRANT
TO STRENGTHEN THE LINKAGES BETWEEN RUSSIAN
ACADEMIA AND THE PRIVATE SECTOR

PLOUGHSHARES FUND, *San Francisco, CA*

TWENTY-MONTH GRANT OF \$50,000 TOWARD THE
PEACE AND SECURITY FUNDERS GROUP

PLOUGHSHARES FUND, *San Francisco, CA*

SIX-MONTH GRANT OF \$25,000 TOWARD THE CREATION
AND IMPLEMENTATION OF AN INTERNATIONAL NETWORK
TO COLLECT INFORMATION ON BIOLOGICAL ACTIVITIES

RAND CORPORATION, *Santa Monica, CA*

ONE-YEAR GRANT OF \$50,000 TOWARD SUPPORT OF
A JOINT PROJECT WITH THE INSTITUTE OF USA
AND CANADA STUDIES IN MOSCOW TO FORM A
U.S.-RUSSIAN WORKING GROUP ON NATO-RUSSIAN
COOPERATION

HENRY L. STIMSON CENTER, *Washington, DC*

ONE-YEAR GRANT OF \$50,000 TOWARD A PROJECT TO
EDUCATE POLICY MAKERS ON SECURITY ISSUES IN THE
21ST CENTURY

TOYNBEE PRIZE FOUNDATION, INC.,
Newton Center, MA

TWO-YEAR GRANT OF \$25,000 TOWARD A CONFERENCE
AND DISSEMINATION ON THE EFFECTS OF GLOBALIZA-
TION ON CITIES AND THE ROLE CITIES PLAY IN THE
PROCESS OF GLOBALIZATION

UNITED NATIONS ASSOCIATION OF THE UNITED
STATES OF AMERICA, INC., *New York, NY*

ONE-YEAR GRANT OF \$25,000 TOWARD THE
U.S.-CHINA DIALOGUE ON GLOBAL SECURITY

WILTON PARK, *West Sussex, UK*

SIX-MONTH GRANT OF \$25,000 TOWARD A CONFERENCE
TO EXAMINE CHEMICAL AND BIOLOGICAL WEAPONS
TERRORISM

YALE UNIVERSITY, *New Haven, CT*

EIGHT-MONTH GRANT OF \$25,000 TOWARD A
JOINT WORKSHOP WITH THE AMERICAN SOCIETY
OF INTERNATIONAL LAW AND THE UNIVERSITY OF
NAMIBIA ON THE STRATEGIES FOR SUSTAINABLE
WATER RESOURCE DEVELOPMENT IN NAMIBIA

Strengthening U.S. Democracy

Addressing Attitudinal Barriers to Civic Participation

BROWN UNIVERSITY, *Providence, RI*

CAMPUS COMPACT'S NATIONAL INITIATIVE TO ENCOURAGE HIGHER EDUCATION INSTITUTIONS TO INTEGRATE CIVIC ENGAGEMENT EDUCATION AND PRACTICES INTO THEIR MISSIONS.

THREE YEARS, \$900,000.

Founded in 1982 and located at Brown University, Campus Compact is a national coalition of more than 740 college and university presidents that promotes community service as a strategy for developing students' citizenship skills and values, encourages partnerships between campuses and communities and assists faculty who seek to integrate public and community engagement into their teaching and research. In recent years, the organization has begun to help higher education institutions to become "engaged campuses"—campuses that are involved in the communities where they are located and that reorient their core missions (teaching, scholarship and service) to include community building and resource development. With Corporation support, Campus Compact is documenting and disseminating best practices, providing technical assistance to institutional leaders on implementation and educating policymakers about the importance of these efforts.

Elizabeth L. Hollander, Executive Director, Campus Compact.
www.compact.org

THE CARNEGIE FOUNDATION FOR THE
ADVANCEMENT OF TEACHING, *Menlo Park, CA*

PROJECT TO IDENTIFY, ASSESS AND DISTRIBUTE EXEMPLARY COLLEGE-LEVEL COURSES AND PROGRAMS THAT EDUCATE UNDERGRADUATE STUDENTS ABOUT THE POLITICAL PROCESSES RELATED TO SERVICE AND VOLUNTEERING. THREE YEARS, \$300,000.

To increase students' knowledge of and participation in politics, higher education institutions have begun to develop service-learning and volunteer programs and courses—for which there is high interest among youth—that underscore the connections between community service and political engagement. The Carnegie Foundation for the Advancement of Teaching is undertaking a three-year project to identify and assess exemplary courses and programs designed to educate undergraduate students about the political processes related to social issues that they may already be engaging through volunteer work. In conjunction with several national educational organizations, the foundation will disseminate the evaluation results as well as descriptions of model courses and programs, making them available for replication and adoption throughout the country.

Thomas Ehrlich, Senior Scholar.
www.carnegiefoundation.org

INSTITUTE OF GOVERNMENT FOUNDATION, INC.,
Chapel Hill, NC

NORTH CAROLINA CIVIC EDUCATION CONSORTIUM.
TWO YEARS, \$400,000.

Established in 1997, the North Carolina Civic Education Consortium is a 190-member coalition of public, private and nonprofit organizations working to eliminate barriers to effective civic education in North Carolina. The coalition has established teacher training institutes, advocated for the inclusion of civic education and service-learning as part of the state's social studies public school curriculum, restored civics as a separate course and launched a small grants program to showcase innovative civic education programs. Corporation support is enabling the consortium to develop and distribute a statewide civic index—a set of measures of youth citizenship competencies, designed to serve as a model for other states, for benchmarking all civic education programs in the state. The Institute of Government directs the consortium.

Debra Henzey, Director, Civic Education Consortium.
<http://ncinfo.iog.unc.edu>

MIGRATION POLICY INSTITUTE, *Washington, DC*

PUBLIC POLICY RESEARCH AND DISSEMINATION ABOUT
U.S. IMMIGRANT CIVIC INTEGRATION, IN COOPERATION
WITH THE NATIONAL IMMIGRATION FORUM.
TWO YEARS, \$250,000.

As the nation faces one of the highest levels of immigration in its history, there is a growing demand for sensible and pragmatic responses to the challenges and opportunities that large-scale migration presents to a range of communities and institutions. To bring an independent, informed policy voice to the immigration debate, the Migration Policy Institute, which provides analysis, development and evaluation of immigrant and refugee policies at the local, national and international level, is convening leading experts to undertake and synthesize existing research and produce a wide variety of educational materials that include concrete public policy options and initiatives. The institute, formerly the International Migration Policy Program at the Carnegie Endowment for International Peace, will also conduct a national public education campaign on immigrant civic integration and refugee resettlement in the United States.

Demetrios Papademetriou, Co-Executive Director.
www.migrationpolicy.org

NATIONAL IMMIGRATION FORUM, INC.,
Washington, DC

THE WORK OF ITS CENTER FOR THE NEW AMERICAN
COMMUNITY ON INTEGRATING IMMIGRANTS INTO U.S.
CIVIC LIFE, IN COOPERATION WITH THE MIGRATION
POLICY INSTITUTE. TWO YEARS, \$750,000.

The United States is growing and diversifying rapidly, and immigration is the driving force. One in every five children has a parent with immigrant roots and over the next fifty years immigrants are expected to account for approximately one-third of the population growth. In contrast to the last century, increases are occurring primarily in “new immigrant states,” such as Arkansas, Georgia, Iowa, Indiana, Kansas, Nebraska, North Carolina and Tennessee, where rates are growing twice as fast as they did in the original “gateway” states. Will social, political, educational and economic mobility be extended to and embraced by this wave of

newcomers? The National Immigration Forum has established the Center for the New American Community to address this and other questions through a range of activities, including identifying best practices and policies on key civic integration issues, highlighting lessons learned at local and state levels and widely disseminating findings.

Frank Sharry, Executive Director.
www.immigrationforum.org

PROJECT PERICLES, INC., *New York, NY*

ONE-TIME FUNDING TOWARD A PILOT PROJECT TO
SUPPORT TEN INSTITUTIONS OF HIGHER EDUCATION
TO INTEGRATE CIVIC ENGAGEMENT EDUCATION AND
PRACTICES INTO THEIR MISSIONS BY ENCOURAGING
PARTICIPATORY CITIZENSHIP AMONG STUDENTS,
FACULTY AND ADMINISTRATION. ONE YEAR, \$250,000.

Launched in 1998 by Eugene M. Lang, founder of the national “I Have a Dream Program,” Project Pericles encourages colleges and universities to promote social responsibility and citizenship among all constituencies associated with their institutions—students, faculty and administration. Ten colleges and universities have been selected to participate in a pilot effort, which requires each institution to develop a comprehensive strategy for integrating civic engagement education and practices into their core missions, with the goal of making preparation for participatory citizenship an entrenched part of each institution’s central objectives and activities. Once the ten pilot programs have been implemented and evaluated, they may be promoted as models for other institutions. Corporation funds will help to provide challenge grants for program planning purposes to institutions participating in the pilot.

Eugene M. Lang, Chairman and Chief Executive Officer.

Removing Structural Barriers to Civic/Electoral Participation

WILLIAM J. BRENNAN, JR., CENTER FOR JUSTICE, INC., *New York, NY*

PUBLIC EDUCATION, TECHNICAL ASSISTANCE AND STRATEGIC LITIGATION TO ADVANCE ELECTORAL REFORMS. TWO YEARS, \$750,000.

In 1995, the William J. Brennan Center for Justice was founded by former clerks of the late Supreme Court Justice William J. Brennan, Jr. The center, which is affiliated with New York University School of Law, stimulates public debate and helps to lay the legal groundwork for a wide range of electoral reform issues. In addition to research, analysis and public education, the center provides technical assistance, strategic counseling and legal expertise in areas such as campaign finance reform, ballot access, felon disenfranchisement, third party rights and models of representation. It also defends campaign finance reforms at the state and local level.

E. Joshua Rosenkranz, Executive Director.
www.brennancenter.org

CENTER FOR GOVERNMENTAL STUDIES, INC.,
Los Angeles, CA

CAMPAIGN FINANCE AND MEDIA REFORM ACTIVITIES.
TWO YEARS, \$400,000.

With support from several foundations, the Center for Governmental Studies provides technical assistance to state and local policymakers and members of public interest groups on implementing campaign finance laws. The center is undertaking a project to identify the strengths and weaknesses of campaign financing laws in states and local governments where they have been put into practice, develop recommendations for reform and draft a model uniform electronic campaign finance disclosure law to allow individuals to conduct cross-state campaign finance comparisons. Under the direction of the center's co-founder, Tracy Westen, the center is also building on its online voter information

system, Democracy Network (DNet), creating a day-to-day e-mail exchange between citizens and public officials through which to address pending policy and election issues and community needs.

Tracy Westen, Vice President and Chief Executive Officer.
www.cgs.org

CENTER FOR NATIONAL INDEPENDENCE
IN POLITICS, *Philipsburg, MT*

ONE-TIME FUNDING TOWARD UPDATING ITS WEB SITE AND FUNDRAISING TECHNOLOGIES.
TWENTY-THREE MONTHS, \$150,000.

For almost twelve years, Project Vote Smart, formerly the Center for National Independence in Politics, has provided unbiased, factual information on candidates running for local, state and federal office. In 1990, Project Vote Smart's first year of operation, it surveyed thirty federal candidates in two states and established a toll-free telephone number to provide voter information. In 2000, its web site received more than three million hits a day from visitors seeking information on candidates running for president, Congress, governor and state, county and local office. With this grant, Project Vote Smart is updating its web site to significantly increase the number of candidates profiled and allow users to register to create personalized scorecards and receive updates on candidates in their areas. The project is also expanding its base of individual donors.

Jessica Sabol, National Research Director.
www.vote-smart.org

CENTER FOR PUBLIC INTEGRITY, *Washington, DC*

GOVERNMENT ACCOUNTABILITY ACTIVITIES.
TWO YEARS, \$400,000.

In an era of drastically reduced budgets for investigative reporting, the Center for Public Integrity plays a crucial role in providing the American public with bipartisan examinations and analysis of public service, government accountability and ethics-related issues via books, reports and newsletters. The center is undertaking several research projects, including one to evaluate airline security, specifically the economic trade-offs implicit in discussions about federal involvement in

airport security and lapses in existing airport security systems. Other projects examine the influence of unregulated campaign contributions at the state and local level and the impact of federal spending on cities.

Charles Lewis, Executive Director. www.publicintegrity.org

COMMITTEE FOR ECONOMIC DEVELOPMENT,
New York, NY

OUTREACH AND PUBLIC EDUCATION WITHIN THE
BUSINESS COMMUNITY ON CAMPAIGN FINANCE REFORM,
INCLUDING JUDICIAL ELECTIONS. TWO YEARS, \$350,000.

Until recently, corporate executives—voices that carry significant weight with the news media and lawmakers—were missing from the campaign finance reform debate. In the 1998 and 2000 elections, however, many prominent businesses and even entire industries quietly eschewed making campaign contributions in conjunction with the Committee for Economic Development (CED), a sixty-year-old, nonpartisan research organization with more than 200 trustees representing some of the nation's largest corporations and educational organizations. In addition to building on its work to date in the campaign finance reform arena—and making the case that reform is both good for business and good for democracy—CED is analyzing the judicial election process, organizing forums with local, state and national business leaders, disseminating profiles of prominent business leaders who actively support reform and issuing reports on the adverse impact of the current system on business practices.

Charles E.M. Kolb, President. www.ced.org

COUNCIL FOR EXCELLENCE IN GOVERNMENT,
Washington, DC

A JOINT PROJECT WITH THE NORMAN LEAR CENTER
AT THE UNIVERSITY OF SOUTHERN CALIFORNIA
TO DEVELOP A COMMUNICATION STRATEGY TO
ENGAGE CITIZENS, ESPECIALLY YOUNG AMERICANS,
IN GOVERNMENT AND DEMOCRACY. EIGHTEEN
MONTHS, \$300,000.

The causes of decline in U.S. civic engagement and public service are numerous and complex, but one

factor that shapes and amplifies distrust on the part of the American public is television's portrayal of government. Research indicates that almost two-thirds of all shows featuring government conclude that politics is corrupt or that government employees are incompetent. The Council for Excellence in Government, in partnership with the University of Southern California's Norman Lear Center, which is based at the Annenberg School for Communication, is conducting a year-long planning and research project to develop messages and tools to improve the portrayal of government in television and film. A board of advisors, including former politicians, actors and executives from the television production and advertising communities, will guide the project.

Carl Fillichio, Vice President, Innovations and Partnerships Program.

DEMOCRACY 21 EDUCATION FUND,
Washington, DC

FINAL GRANT TOWARD PUBLIC OUTREACH AND
DISSEMINATION OF ITS STUDY ON STRENGTHENING
THE FEDERAL ELECTION COMMISSION.
ONE YEAR, \$150,000.

To develop and disseminate a blueprint for effectively enforcing the nation's campaign finance laws, Democracy 21 Education Fund convened a working group of prominent campaign finance experts, lawyers and regulators. The group focused on formulating solutions to the structural problems within the Federal Election Commission (FEC), which is charged with enforcing the nation's campaign financing laws, and is releasing the final report and recommendations in 2002. In addition, the fund is undertaking a public education campaign to ensure the findings and recommendations of the task force are part of a national discussion on the need to fundamentally reform the nation's campaign finance enforcement system.

Fred Wertheimer, President.

DEMOCRACY SOUTH, *Chapel Hill, NC*

CAMPAIGN FINANCE AND VOTING REFORM ACTIVITIES.
TWO YEARS, \$300,000.

Democracy South was launched in 1995 to conduct research and provide public education in the southern states on campaign finance, government accountability, lobbying laws and voting reform issues. Its regional network comprises Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Virginia and West Virginia. Together with its regional partners and the National Institute on Money in State Politics, Democracy South develops databases that allow users to analyze trends in campaign contributions by state, regionally and by economic interest. In addition, staff members train state groups to work with the news media, including editorial boards, helping the groups to develop public education materials on money and politics issues.

Peter MacDowell, Executive Director.
www.all4democracy.org

MASSACHUSETTS INSTITUTE OF TECHNOLOGY, *Cambridge, MA*

DISSEMINATION OF THE RESULTS OF A JOINT PROJECT
WITH THE CALIFORNIA INSTITUTE OF TECHNOLOGY
TO DEVELOP MODEL VOTING SYSTEMS.
FIFTEEN MONTHS, \$200,500.

After the 2000 elections, Charles M. Vest, president of the Massachusetts Institute of Technology (MIT), and David Baltimore, president of the California Institute of Technology (CalTech), brought together a team of political science, economics and engineering researchers to conduct a study of voting systems that are reliable, secure, efficient and affordable. After six months of study, the results of the project were released in a report entitled *Voting: What Is and What Could Be*. The report, which concluded that as many as four-to-six million votes in the November 2000 elections were lost due to technological or human errors, made a series of recommendations on ways to increase civic participation and improve voting systems. To ensure wide dissemination of the report to voting machine manufacturers, policymakers and

election officials at the federal, state and local level, this grant supports a range of outreach activities, including conferences and the development of a book and web site.

Stephen Ansolabehere, Department of Political Science.

MIDWEST STATES CENTER, *Prairie Farm, WI*

CAMPAIGN FINANCE AND VOTING REFORM ACTIVITIES.
TWO YEARS, \$100,000.

The Midwest States Center's democracy reform project plays a critical role in strengthening the money in politics work of the center's affiliated coalitions in Iowa, Michigan, Minnesota, North Dakota and Wisconsin. The center is helping to build public support, in the upper Midwest and nationally, for comprehensive campaign finance and electoral/voting reform. A regional support organization, Midwest States Center provides technical assistance to state-based coalitions that collect, analyze and report on state-based campaign contributions and expenditures; engages in citizen-based policy development and state and local policy initiatives; conducts nonpartisan voter education and participation programs designed to increase citizen involvement in local, state and federal elections; and trains community leaders to run for public office.

Becky Glass, Executive Director.

NORTHEAST ACTION, INC., *Boston, MA*

CAMPAIGN FINANCE AND VOTING REFORM ACTIVITIES.
TWO YEARS, \$200,000.

Northeast Action is a regional support center for a network of citizen action organizations and coalitions in the six New England states and New York State. A central activity is its money and politics project, which supports research and public education efforts in Connecticut, Maine, Massachusetts, New Hampshire, New York and Vermont, with the goal of building public consensus for campaign finance reform. Since the inception of the project in 1992, Northeast Action has witnessed better public understanding of campaign financing issues and the passage of adequate public financing of statewide elections in

Maine, Massachusetts and Vermont. In addition to its ongoing work on campaign finance reform, the center is also working on implementing voting reforms and increasing civic participation in the region.

Cynthia Ward, Executive Director. www.neaction.org

UNIVERSITY OF PENNSYLVANIA, *Philadelphia, PA*

RESEARCH BY THE ANNENBERG SCHOOL FOR COMMUNICATION AND THE ANNENBERG PUBLIC POLICY CENTER ON LEGISLATIVE ISSUE ADVERTISING. TWENTY MONTHS, \$316,700.

Kathleen Hall Jamieson, dean of the Annenberg School for Communication and director of the Annenberg Public Policy Center at the University of Pennsylvania, is one of the nation's foremost authorities on political communication and discourse. To draw attention to and strengthen analysis of legislative issue advertising, Jamieson is extending the scope of her work to include a project on these ads, which seek to influence, often through misinformation, the outcome of legislation or build support for increased or diminished government action around an issue. Over the next two years, members of the project will collect and analyze content, spending and air data for broadcast and newspaper print ads on legislative issues; collect information about corporations and organizations that run legislative issue ad campaigns; and profile the major issues addressed in the ads.

Kathleen Hall Jamieson, Dean, Annenberg School for Communication, and Director, Annenberg Public Policy Center. www.appcpenn.org

PEOPLE FOR THE AMERICAN WAY FOUNDATION, INC., *Washington, DC*

EXPANSION OF A PROJECT TO PROMOTE CIVIC PARTICIPATION, EDUCATE VOTERS ABOUT THEIR RIGHTS AND ASSIST THEM ON ELECTION DAY. ONE YEAR, \$250,000.

In response to the revelation after the 2000 presidential election that millions of Americans across the United States were prevented from voting or from having their votes counted, People for the American Way developed

a nonpartisan project to promote civic participation, educate voters about their rights and provide voters with immediate help to resolve problems on Election Day. In 2001, the project was implemented successfully to cover elections in New Jersey and Virginia; it is now in the process of being extended to the 2002 elections in California, Florida, Georgia, Illinois, Missouri, Nevada, Texas and Wisconsin. In addition, members of the project are creating a "Voters' Bill of Rights" for each state that addresses the unique aspects of each state's voting rights and recruiting and organizing volunteers—mainly students—to be available in the days leading up to the 2002 elections in each state and to work as monitors at polling places.

Delisa Saunders, Senior Deputy Field Director.

PROTEUS FUND, INC., *Amherst, MA*

A FINAL GRANT TOWARD STATE-BASED CAMPAIGN FINANCE ACTIVITIES AND STRENGTHENING THE INSTITUTIONAL CAPACITY OF THE PIPER FUND. TWO YEARS, \$375,000.

The Proteus Fund serves as a conduit for funders to support a number of grantmaking initiatives, including the Piper Fund, which supports campaign-finance reform at the state level. The Piper Fund's goals include improving disclosure of campaign financing data and increasing, strengthening and enforcing campaign-finance laws. Since its founding in 1997, the Piper Fund has distributed \$5 million in grants of up to \$50,000 to 79 organizations in 45 states. Over the next two years, the Piper Fund is improving its grantmaking strategy, investing in states where there is the potential to move reform campaigns to new levels. It is also focusing on judicial and municipal campaign finance issues.

Michael Caudell-Feaghan, Program Officer, Piper Fund. www.funder.org

PUBLIC CAMPAIGN, *Washington, DC*

OUTREACH AND PUBLIC EDUCATION ON CAMPAIGN FINANCE REFORM. TWO YEARS, \$250,000.

Since its establishment in 1997, Public Campaign has been instrumental in successful campaign finance

reform movements in Arizona, Maine, Massachusetts and Vermont, and it is currently working to develop public interest in statewide campaign financing reforms in Idaho, Florida and North Carolina.

To increase the number of informed people working on behalf of campaign finance reform at the state and local level, Public Campaign is undertaking a project to enroll up to forty new partners. Targeting a cross section of national- and state-level organizations that have not previously viewed campaign finance reform as part of their public policy work—including environmental, religious, health care, senior citizen, civil rights, business and sports organizations—the project aims to foster the development and implementation of an action plan, enhanced technical capacity and strengthened outreach to the media and other decisionmakers.

Nick Nyhart, Executive Director. www.publiccampaign.org

WESTERN STATES CENTER, INC., *Portland, OR*

CAMPAIGN FINANCE AND VOTING REFORM ACTIVITIES.
TWO YEARS, \$200,000.

The Western States Center aims to strengthen the capacity of nonprofit citizen organizations in its eight-state region—Alaska, Idaho, Montana, Nevada, Oregon, Utah, Washington and Wyoming—to educate constituencies, train organizers and community leaders and participate in the public policy process and in elections. Its money in western politics project, which monitors the role of campaign contributions in local and state elections throughout the region, is nationally known. The data it collects and analyzes is now automatically subsumed within the National Institute on Money in State Politics, in Helena, Montana, which the center helped found. In addition to its ongoing work on campaign finance reform, the center is engaged in a wider voting reform agenda in the region, which is broadening its coalition for campaign finance reform in particular states and re-energizing it within a larger civic and electoral reform agenda.

Dan Petegorsky, Executive Director.
www.westernstatescenter.org

Strengthening the Nonprofit and Philanthropic Sector

ACTION WITHOUT BORDERS, *New York, NY*

EXPANSION OF IDEALIST.ORG, A CAREER SERVICE WEB SITE FOR NONPROFITS AND NONPROFIT JOB SEEKERS.
TWO YEARS, \$200,000.

Established in 1995, Action Without Borders compiled the first international directory of nonprofit web sites, which has since become Idealist.org, one of the world's largest nonprofit employment resources. More than 24,000 organizations in 153 countries (75 percent are in the United States) post jobs on the site, which has 15,000 unique visitors each day. Action Without Borders is now adding new content to Idealist.org and launching several programs to enhance its ability to provide a wide variety of employment-related information to nonprofit job seekers, human resources professionals, managers and organizations.

Ami Dar, Executive Director. www.idealists.org

AMERICAN HUMANICS, INC., *Kansas City, MO*

STRENGTHENING A NATIONAL NETWORK OF HIGHER EDUCATION INSTITUTIONS AND NONPROFIT ORGANIZATIONS TO PREPARE AND CERTIFY UNDERGRADUATES INTERESTED IN CAREERS IN THE NONPROFIT SECTOR. ONE YEAR, \$85,000.

American Humanics is a national network of more than 25,000 nonprofit agencies, colleges and universities that recruit and train undergraduate students for careers in the nonprofit sector through a nonprofit management certificate program. To meet the growing demand for the program, American Humanics is establishing a system that provides direct assistance and support to participating campuses and nonprofit agencies. Campus directors and nonprofit leaders with substantial experience in the program are being identified to serve as field staff for the new system and a national online database is being created to track enrollment and placement of students. Efforts also include the production and distribution of recruitment kits to campuses and best practice guides

to the entire network of institutional participants and a series of training conferences for new and existing campus directors.

Kirk G. Alliman, President. www.humanics.org

THE COMPUMENTOR PROJECT, *San Francisco, CA*

A FINAL GRANT TOWARD TECHSOUP, A TECHNOLOGY WEB SITE FOR NONPROFIT ORGANIZATIONS.

TWO YEARS, \$300,000.

Founded in 1987, the CompuMentor Project has become one of the largest nonprofit technology assistance providers in the country. In 2000, CompuMentor created TechSoup, a web site that provides the nonprofit sector with a single port of entry for accessing a wide range of Internet-based technical data. By cataloguing and presenting this information in an appealing and accessible format to 650,000 small- to mid-sized nonprofits, TechSoup has become a one-stop technology site through which nonprofits can strengthen their technology-based efforts. Funds are being used to support enhancement of the web site, development of local versions of TechSoup and marketing efforts to increase awareness of the array of services and assistance the site provides.

Daniel Ben-Horin, Founder and President.

www.compumentor.org

COUNCIL ON FOUNDATIONS, INC.,

Washington, DC

MEMBERSHIP SUPPORT IN 2002, 2003 AND 2004.

THREE YEARS, \$133,800.

Established in 1949, the Council on Foundations is an association of member organizations that serves the public by promoting and enhancing responsible and effective philanthropy. The council's members represent every sector of the grantmaking community, including independent, family and operating foundations; public and community foundations; corporate-giving programs; and non-U.S. grantmakers. Currently, the council has approximately 2,001 members—showing a growth rate of 114 percent over the past 20 years—and these organizations have approximately 55 percent of all assets held by U.S.

foundations. Under the council's dues schedule, the minimum dues paid by small members are \$400; the maximum is \$50,000, based on a percentage of assets. The Corporation's dues are \$45,000 per year. The Corporation treats the difference between the minimum and maximum dues as a grant.

Dorothy S. Ridings, President and Chief Executive Officer.

www.cof.org

EGRANTS.ORG, *San Francisco, CA*

DEVELOPMENT OF AN ONLINE DONATION PROCESSING AND TRAINING SERVICE FOR NONPROFIT ORGANIZATIONS.

ONE YEAR, \$175,000.

Housed at the Tides Foundation, eGrants.org helps nonprofit organizations (NGOs) mobilize Internet resources to raise funds and cultivate new donor relationships. With Corporation support, eGrants is providing online donation services to 300-500 additional organizations across the country, developing low-cost e-commerce infrastructures that make it simple and affordable for these groups to accept immediate credit card donations online. eGrants is also offering trainings on building donor support—to be integrated into each organization's overall development activities—and launching a resource center on online fundraising, an Internet link that will provide 24-hour technical assistance to nonprofits in all facets of online fundraising.

Dan Geiger, Executive Director. www.egrants.org

FIRST NATIONS DEVELOPMENT INSTITUTE,

Fredericksburg, VA

ORGANIZATIONAL CAPACITY BUILDING PROGRAMS AND TRAINING THAT WILL STRENGTHEN THE NONPROFIT SECTOR IN RURAL NATIVE AMERICAN COMMUNITIES.

TWO YEARS, \$500,000.

Established twenty years ago, First Nations Development Institute offers assistance to Native American tribes in controlling, retaining and leveraging community assets in an effort to build sustainable reservation economies. With Corporation support, the institute is providing a combination of small grants and technical assistance tailored to enhance the

organizational effectiveness of several Native American nonprofit organizations working to improve rural and poor Native American and reservation-based economies. The institute is also producing and disseminating a series of technical assistance materials for Native nonprofits and two evaluation reports that will assess the impact of and provide recommendations for Native nonprofit capacity building efforts.

Rebecca Adamson, President. www.firstnations.org

INDEPENDENT SECTOR, *Washington, DC*

ONE-TIME FUNDING TOWARD A PROJECT TO BUILD THE PUBLIC POLICY CAPACITY OF STATE NONPROFIT ASSOCIATIONS. ONE YEAR, \$250,000.

Prompted in recent years by the privatization of services and programs that once were solely the domain of nonprofit organizations, and by efforts like the charitable and philanthropic response to the September 11th tragedy, the government has turned more of its attention to the nonprofit community. At the state level, devolution requires that state legislatures now make important decisions about funding for nonprofit-run health, social and human services programs. To educate nonprofit leaders about the importance of public policy advocacy and provide them with the necessary tools to advocate effectively on issues affecting nonprofits, Independent Sector and the National Council of Nonprofit Associations have developed a three-year initiative, entitled Building Capacity for Public Policy (BCAPP). With Corporation support, BCAPP is evaluating the initiative, disseminating best practices and developing a resource center to track emerging legislation in each state, develop analysis on trends and alert state and national leaders about opportunities for action.

*Sara Melendez, President and CEO.
www.independentsector.org*

NATIONAL ALLIANCE FOR NONPROFIT MANAGEMENT, *Washington, DC*

DEVELOPMENT OF A RESEARCH AND LEARNING INSTITUTE FOR NONPROFIT CAPACITY BUILDERS. TWO YEARS, \$300,000.

The National Alliance for Nonprofit Management, established in 1997, is a professional association of over 500 individuals and organizations devoted to improving the management and governance capacity of nonprofit organizations. For the past three years, the alliance has built its membership and developed its first set of products and services, including a web site that claims more than 7,000 hits/700 user sessions per day, a newsletter with 2,700 subscribers and a best practices manual. With Corporation support, the alliance is developing a research and learning center—an “institute without walls”—to serve as a repository of information about management of nonprofit organizations, provide electronic and face-to-face platforms for peer learning and undertake evaluation of and research on nonprofit management.

Roni Posner, Executive Director. www.allianceonline.org

NATIONAL COMMITTEE FOR RESPONSIVE PHILANTHROPY, *Washington, DC*

FINAL GRANT TOWARD SUPPORT. TWO YEARS, \$100,000.

The National Committee for Responsive Philanthropy was established in 1976 to increase philanthropic accountability, strengthen philanthropic responses to the needs of disadvantaged people and increase the transparency of philanthropic institutions that fosters a stronger, more strategic philanthropic sector. Through research, advocacy and technical assistance, the committee works on critical issues facing public and private foundations, corporate grantmakers and individual donors to ensure that nonprofits have access to and the support of a strong and accountable philanthropic community.

Rick Cohen, President. www.ncrp.org

THIRD SECTOR NEW ENGLAND, INC., *Boston, MA*

DEVELOPMENT AND NATIONAL EXPANSION OF THE NONPROFIT QUARTERLY. ONE YEAR, \$315,000.

Published by Third Sector New England, a regional nonprofit resource center, the *Nonprofit Quarterly* is a 64-page news journal that provides management options and critical analysis for both nonprofit practitioners and scholars. With Corporation support,

Third Sector New England will hire additional staff and launch a marketing campaign to establish the *Nonprofit Quarterly* as a critical component of the national nonprofit sector management information infrastructure.

Ruth McCambridge, Director of Program Development.
www.tsne.org

Other

INDEPENDENT PRODUCTION FUND, INC.,
New York, NY

OUTREACH AND PUBLIC EDUCATION FOR A PUBLIC TELEVISION DOCUMENTARY ON MUSLIMS WORLDWIDE. FOURTEEN MONTHS, \$250,000.

To strengthen knowledge of Islam among Americans and others, including the common roots Islam shares with Christianity and Judaism, the Independent Production Fund is producing a documentary film, to air on Public Broadcasting System's *Frontline*, and a series of four 30-minute companion programs, to be broadcast on ABC's *Nightline*. The goal of the documentary and related segments is to advance understanding of Islam by addressing the basic tenets of Islam and contemporary Muslim cultures and political expressions in America and several other countries. Corporation funds are supporting a comprehensive public engagement program designed to bring communities together to discuss both the film and Islam.

Alvin H. Perlmutter, Executive Producer.

Discretionary Grants

ACADEMY OF POLITICAL SCIENCE, *New York, NY*

TWENTY-MONTH GRANT OF \$25,000 TOWARD A SYMPOSIUM ON REFORMING THE PRESIDENTIAL ELECTION SYSTEM

ATLANTIC COUNCIL OF THE UNITED STATES, INC.,
Washington, DC

TWENTY-NINE-MONTH GRANT OF \$24,500 TOWARD CONVENING LEADERS FROM THE U.S. CONGRESS, GERMAN BUNDESTAG AND THE BRITISH PARLIAMENT TO EXAMINE ISSUES RELATED TO CHANGING DEMOGRAPHICS, IMMIGRATION AND ETHNIC AND RELIGIOUS TOLERANCE

WILLIAM J. BRENNAN, JR., CENTER FOR JUSTICE,
INC., *New York, NY*

SIX-MONTH GRANT OF \$25,000 TOWARD RESEARCH AND ANALYSIS RELATED TO CHALLENGING THE DISCRIMINATORY INTENT OF FELONY DISENFRANCHISEMENT LAWS

BRIGHAM YOUNG UNIVERSITY, *Provo, UT*

TEN-MONTH GRANT OF \$25,000 TOWARD A STUDY ON FINANCING THE 2000 ELECTIONS AND THE IMPLICATIONS FOR CAMPAIGN FINANCE REFORM

BROWN UNIVERSITY, *Providence, RI*

NINETEEN-MONTH GRANT OF \$48,800 TOWARD DEVELOPMENT AND DISTRIBUTION OF CURRICULUM RESOURCES ABOUT THE ISSUES SURROUNDING THE SEPTEMBER 11 ATTACKS FOR HIGH SCHOOL STUDENTS AND TEACHERS

COLUMBIA UNIVERSITY, *New York, NY*

ONE-YEAR GRANT OF \$24,900 FOR RESEARCH AND DISSEMINATION ON WHETHER MAJORITY-MINORITY VOTING DISTRICTS HELP OR HINDER THE POLICY INTERESTS OF MINORITY CONSTITUENTS

COMMITTEE FOR THE STUDY OF THE AMERICAN ELECTORATE, *Washington, DC*

TWENTY-NINE-MONTH GRANT OF \$13,000 TOWARD A STUDY OF THE POTENTIAL CONSTITUTIONAL BARRIERS TO REGULATING POLITICAL ADVERTISING

COMMUNITY FOUNDATION FOR GREATER NEW
HAVEN, *New Haven, CT*

ONE-YEAR GRANT OF \$25,000 TOWARD A PILOT
PROGRAM WITH YALE UNIVERSITY, THE UNIVERSITY OF
TEXAS AT AUSTIN AND THE LEAGUE OF WOMEN VOTERS
TO ASSESS THE EFFECTIVENESS OF DELIBERATE POLLING
ON CIVIC ENGAGEMENT AND PUBLIC POLICY

COUNCIL FOR EXCELLENCE IN GOVERNMENT,
Washington, DC

FOUR-MONTH GRANT OF \$50,000 TOWARD EXPANSION
OF ITS CENTER FOR DEMOCRACY AND CITIZENSHIP'S
YOUNG VOTER INITIATIVE

DEMOCRACY SOUTH, *Carrboro, NC*

ONE-YEAR GRANT OF \$25,000 TOWARD A PUBLIC
EDUCATION INITIATIVE ON CAMPAIGN FINANCE ISSUES
IN NORTH CAROLINA

FOUNDATION OF AMERICA YOUTH IN ACTION,
Palos Verdes Estates, CA

ONE-YEAR GRANT OF \$25,000 TOWARD DISTRIBUTION
OF A HOW-TO GUIDE FOR YOUTH-LED COMMUNITY
IMPROVEMENT PROJECTS

GEORGETOWN UNIVERSITY, *Washington, DC*

TEN-MONTH GRANT OF \$25,000 FOR USE BY ITS
CONSTITUTION PROJECT, TOWARD A CONFERENCE
ON ELECTION REFORM

GREATER BIRMINGHAM MINISTRIES, INC.,
Birmingham, AL

ONE-YEAR GRANT OF \$25,000 TOWARD THE FANNIE LOU
HAMER EDUCATION PROJECT TO EDUCATE COMMUNI-
TIES OF COLOR ABOUT CAMPAIGN FINANCE REFORM

INTERNATIONAL CENTER FOR INNOVATION IN
CIVIC PARTICIPATION, *Washington, DC*

ONE-YEAR GRANT OF \$25,000 TOWARD A NATIONAL
FORUM TO STIMULATE PUBLIC DEBATE ABOUT THE
PURPOSE AND FUTURE OF NATIONAL AND COMMUNITY
SERVICE IN THE UNITED STATES

INTERFAITH ALLIANCE FOUNDATION,
Washington, DC

SIX-MONTH GRANT OF \$25,000 TOWARD PUBLIC
FORUMS ON THE POLICY IMPLICATIONS OF DIRECT
GOVERNMENT FUNDING OF RELIGIOUS ORGANIZATIONS
FOR SOCIAL WELFARE SERVICES

LAWYERS' COMMITTEE FOR CIVIL RIGHTS OF THE
SAN FRANCISCO BAY AREA, *San Francisco, CA*

SIX-MONTH GRANT OF \$25,000 TOWARD FOCUS GROUP
RESEARCH ON CAMPAIGN FINANCE REFORM AMONG
AFRICAN AMERICAN, LATINO AND ASIAN AMERICAN
VOTERS

LINK SERVICES, *San Francisco, CA*

SIX-MONTH GRANT OF \$25,000 TOWARD STRENGTHEN-
ING A PROJECT THAT CONNECTS NONPROFIT
ORGANIZATIONS IN NEED OF RESEARCH RESOURCES
WITH UNIVERSITY-BASED RESEARCHERS LOOKING FOR
APPLIED RESEARCH OPPORTUNITIES

LOWER EAST SIDE TENEMENT MUSEUM,
New York, NY

THIRTY-MONTH GRANT OF \$25,000 TOWARD PUBLICA-
TION AND DISSEMINATION OF A RESOURCE GUIDE WRIT-
TEN BY AND FOR NEW IMMIGRANTS IN NEW YORK CITY

UNIVERSITY OF MARYLAND COLLEGE PARK
FOUNDATION, INC., *College Park, MD*

ELEVEN-MONTH GRANT OF \$25,000 TOWARD AN
INTERNATIONAL ROUNDTABLE ON THE IMPACT OF
TERRORISM ON GLOBAL CIVIL SOCIETY AND DEMOCRACY

NATIONAL ACADEMY OF SCIENCES,
Washington, DC

TWO-YEAR GRANT OF \$25,000 FOR DISSEMINATION OF A
REPORT ON CONTEMPORARY AMERICAN RACIAL TRENDS
AND THEIR CONSEQUENCES

NATIONAL ASSOCIATION OF SECRETARIES OF STATE,
INC., *Concord, NH*

SIXTEEN-MONTH GRANT OF \$24,100 FOR AN ELECTORAL
REFORM SUMMIT TO IDENTIFY CRITICAL ISSUES AND
PROPOSE SOLUTIONS

NATIONAL CONFERENCE OF STATE LEGISLATURES,
Denver, CO

ONE-YEAR GRANT OF \$25,000 TOWARD IDENTIFYING,
DOCUMENTING AND DISSEMINATING BEST PRACTICES FOR
IMPROVING CIVIC PARTICIPATION AMONG IMMIGRANTS

NEW YORK REGIONAL ASSOCIATION OF
GRANTMAKERS, INC., *New York, NY*

TWO-YEAR GRANT OF \$28,200 TOWARD MEMBERSHIP
SUPPORT IN 2002 AND 2003

NORTH CAROLINA CENTER FOR VOTER
EDUCATION, *Raleigh, NC*

ONE-YEAR GRANT OF \$25,000 TOWARD A PUBLIC
EDUCATION INITIATIVE ON CAMPAIGN FINANCE ISSUES
IN NORTH CAROLINA

NPOWER NY, INC., *New York, NY*

ONE-YEAR GRANT OF \$25,000 TOWARD A PARTNERSHIP
WITH COMPUMENTOR TO DEVELOP TECHSOUP NY,
A TECHNOLOGY ASSISTANCE WEB SITE FOR NONPROFITS

PACIFIC COUNCIL ON INTERNATIONAL POLICY,
Los Angeles, CA

ELEVEN-MONTH GRANT OF \$15,000 TOWARD PUBLICA-
TION AND DISSEMINATION OF AN INTERNATIONAL
STUDY ON GOVERNMENT USE OF THE INTERNET TO
DELIVER INFORMATION, PROVIDE PUBLIC SERVICES AND
CONDUCT TRANSACTIONS

UNIVERSITY OF PENNSYLVANIA, *Philadelphia, PA*

ONE-YEAR GRANT OF \$25,000 FOR DEVELOPMENT
OF AN INDEX TO RANK STATES ON THE ACCURACY,
ACCESSIBILITY AND FAIRNESS OF THEIR VOTING SYSTEMS

PROTEUS FUND, INC., *Amherst, MA*

ONE-YEAR GRANT OF \$25,000 TOWARD RESEARCH
AND DISSEMINATION OF THE STATE STRATEGIES
FUND'S CIVIC ENGAGEMENT ASSESSMENT AND
LEARNING PROJECTS

TIDES CENTER, *San Francisco, CA*

ONE-YEAR GRANT OF \$25,000 TOWARD EVALUATION
OF A PILOT NATIONAL MARKETING INITIATIVE
ENCOURAGING AMERICANS TO DONATE THEIR SOCIAL
SECURITY BENEFITS TO UNDERSERVED COMMUNITIES

TIDES CENTER, *San Francisco, CA*

ONE-YEAR GRANT OF \$25,000 TOWARD A STRATEGIC
PLANNING PROCESS BY YOUTH VOTE, A NONPARTISAN
COALITION THAT ENCOURAGES CIVIC PARTICIPATION
AMONG YOUNG ADULTS

TIDES CENTER, *San Francisco, CA*

ONE-YEAR GRANT OF \$50,000 TOWARD ESTABLISHING
A NATIONAL VIRTUAL COMMUNITY OF VOTER
REGISTRATION/EDUCATION GROUPS

U.S. PUBLIC INTEREST RESEARCH GROUP
EDUCATION FUND, *Washington, DC*

ONE-YEAR GRANT OF \$25,000 TOWARD RESEARCH
AND DISSEMINATION ON THE EFFECT OF CAMPAIGN
CONTRIBUTION LIMITS ON THE COMPETITIVENESS OF
CHALLENGERS

UNITED STATES STUDENT ASSOCIATION
FOUNDATION, *Washington, DC*

EIGHT-MONTH GRANT OF \$50,000 TOWARD
PUBLISHING AND DISTRIBUTION OF AN ANTHOLOGY
OF ITS FOUNDING YEARS, 1946-1952

WILLIAM C. VELASQUEZ INSTITUTE, INC.,
San Antonio, TX

ONE-YEAR GRANT OF \$25,000 TOWARD DISSEMINATION
OF RESEARCH ON LATINO VOTING TRENDS IN SELECTED
STATES

WOMEN AND PHILANTHROPY, *Washington, DC*

EIGHT-MONTH GRANT OF \$25,000 TOWARD A
STRATEGIC PLANNING PROCESS

THE WORKING GROUP, *Oakland, CA*

SIX-MONTH GRANT OF \$25,000 FOR REACTIVATING
THE NATIONAL "NOT IN OUR TOWN" NETWORK,
A NATIONAL COMMUNITY CAMPAIGN AGAINST HATE
CRIMES IN THE AFTERMATH OF SEPTEMBER 11

Special Opportunities Fund

EDUCATIONAL NETCASTING FOUNDATION, INC.,
Cambridge, MA

ONE-TIME FUNDING TOWARD DISSEMINATION OF
THE ENCARTA AFRICANA ENCYCLOPEDIA TO SELECTED
RURAL, PUBLIC AND UNIVERSITY LIBRARIES IN THE U.S.,
BOTSWANA, KENYA AND SOUTH AFRICA.
SEVEN MONTHS, \$165,000.

Educational Netcasting Foundation (ENF) is a nonprofit organization founded in 1999 by Harvard University professors Henry Louis Gates, Jr., Kwame Anthony Appiah and Harry M. Lasker III that develops technology-intensive educational programs for children and adults from disadvantaged communities. Two of the organization's main tools are the Africana Encyclopedia and the Encarta Africana CD-ROM. First published in 1999, the Africana Encyclopedia is a compendium of over 3,000 essays on peoples of African descent throughout the diaspora that includes hundreds of maps, charts and photographs. To facilitate hands-on, interactive learning, the Encarta Africana CD-ROM features teacher lesson plans in history, science, math, sociology and the arts, sound recordings and videos and graphics. Corporation funds are being used to disseminate the encyclopedia and the CD-ROM to selected small public libraries in the United States and selected public and university libraries in South Africa, Botswana and Kenya.

*Henry Louis Gates, Jr., W.E.B. DuBois Professor
of Humanities, W.E.B. DuBois Institute for
Afro-American Research, Harvard University.*

GEORGE C. MARSHALL RESEARCH FOUNDATION,
Lexington, VA

ONE-TIME FUNDING OF THE PUBLICATION OF GEORGE
C. MARSHALL'S PAPERS. FIVE YEARS, \$250,000.

Over the past 24 years, the George C. Marshall Research Foundation has been compiling, annotating and editing what will be eventually a seven-volume series devoted to the life of General George C. Marshall. A career military officer, Marshall was also perhaps the preeminent American civil servant of the twentieth

century. His curriculum vitae includes the post of secretary of defense during the Korean war—the only career officer to hold that position—and, in 1953, the award of the Nobel Prize for Peace. He is most well known for the eponymous Marshall Plan, a visionary enterprise developed while Marshall was secretary of state that extended peace and post-World War II rebuilding to wartime enemies Germany and Japan. Corporation funds are being applied to the publication and dissemination of the volume covering the Marshall Plan years.

*Larry I. Bland, Director, Marshall Papers.
www.marshallfoundation.org*

UNIVERSITY OF MARYLAND COLLEGE PARK
FOUNDATION, INC., *College Park, MD*

RESEARCH, ANALYSIS AND DISSEMINATION ON THE
IMPACT OF TRANSNATIONAL MEDIA ON THE CONCEPTS
OF IDENTITY AND SOVEREIGNTY. TWO YEARS, \$380,600.

To explore the extent to which public opinion in the Middle East is shifting in response to new media technologies—including satellite television stations like al-Jazeera and MBC, which reach broad transnational audiences—Shibley Telhami, the University of Maryland's Anwar Sadat Chair for Peace and Development, is conducting two annual surveys in six Arab countries. The project, which builds on earlier empirical research undertaken in the region, aims to investigate public attitudes on foreign policy, ethnic and religious identity and state sovereignty; the extent to which the new globalized media are helping to shape these attitudes; and the implications of attitudinal shifts for policy. A series of short articles and policy briefs will be published; findings will also be disseminated through op-eds, public presentations and radio and television broadcasts.

*Shibley Telhami, Anwar Sadat Chair for Peace and
Development, Department of Government and Politics.*

NATIONAL ACADEMY OF SCIENCES,
Washington, D.C.

RESEARCH AND DISSEMINATION ON CONCERNS ABOUT
PRIVACY IN THE INFORMATION AGE AND ON TOOLS AND
STRATEGIES FOR RESPONDING. TWO YEARS, \$250,000.

The Computer Science and Telecommunications Board of the National Academies of Sciences is conducting a comprehensive assessment of privacy in the information age to identify critical issues and develop tools and strategies for alleviating risks and balancing interests associated with collecting and using personal information. The findings and recommendations, which will provide a road map for future research and policy discussions in this area, will be distributed to several key audiences through a variety of publications, briefings and conferences.

Marjory S. Blumenthal, Executive Director, Computer Science and Telecommunications Board. www.cstb.org

NEW SCHOOL UNIVERSITY, *New York, NY*

PROJECT TO ESTABLISH MEANINGFUL DIALOGUES
BETWEEN MUSLIMS AND WESTERNERS AT ALL
LEVELS OF SOCIETY. ONE YEAR, \$250,000.

With the blame for the New York and Washington attacks pointed at Middle Eastern, Islamic terrorists working with cohorts in Asian countries such as Afghanistan, political commentators at all levels have been seeking to explain the roots and background of Islamic political and social movements as well as accompanying grievances against the West and, in particular, against the United States. To investigate the dynamics of the Islamic-U.S.-Western relationship and increase understanding of the multi-faceted Islamic world, New School University's World Policy Institute is organizing a series of dialogues between representatives of religious, intellectual, economic and political sectors of Islamic and Western societies.

Mustapha Tlili, Senior Fellow, World Policy Institute.

Commemorative Grants to Urban Public Libraries

ATLANTA-FULTON PUBLIC LIBRARY SYSTEM,
Athens, GA

ONE-TIME FUNDING TO EXPAND THE INTERNATIONAL
BOOK COLLECTION. ONE YEAR, \$100,000.

BROOKLYN PUBLIC LIBRARY FOUNDATION, INC.,
Brooklyn, NY

ONE-TIME FUNDING TO EXPAND THE BOOK
COLLECTIONS FOR CHILDREN AND YOUNG ADULTS.
THREE YEARS, \$300,000.

NEW YORK PUBLIC LIBRARY, *New York, NY*

ONE-TIME FUNDING TO ACQUIRE BOOKS FOR
BRANCH LIBRARIES AND RESEARCH LIBRARIES.
THREE YEARS, \$900,000.

THE FREE LIBRARY OF PHILADELPHIA,
Philadelphia, PA

ONE-TIME FUNDING TO EXPAND THE FICTION AND
NON-FICTION BOOK COLLECTIONS FOR TEENS.
TWO YEARS, \$200,000.

QUEENS LIBRARY FOUNDATION, INC., *Jamaica, NY*

ONE-TIME FUNDING TO EXPAND THE BOOK COLLECTION
OF THE INTERNATIONAL RESOURCE CENTER.
THREE YEARS, \$300,000.

SEATTLE PUBLIC LIBRARY FOUNDATION,
Seattle, WA

ONE-TIME FUNDING TO PURCHASE BOOKS IN KOREAN,
CHINESE, VIETNAMESE, JAPANESE AND RUSSIAN.
TWO YEARS, \$200,000.

September 11, 2001, Recovery Grants

BOSTON UNIVERSITY, *Boston, MA*

EIGHT-MONTH GRANT OF \$100,000 FOR THE WBUR GROUP RADIO STATIONS TO SUPPORT PROGRAMMING ON ISLAM AND FOREIGN POLICY

EDUCATIONAL BROADCASTING CORPORATION,
New York, NY

EIGHT-MONTH GRANT OF \$500,000 FOR CHANNEL THIRTEEN/WNET NEW YORK'S EXPENSES RELATED TO RESTORATION OF TRANSMISSION AND BROADCAST CAPABILITIES, WEB SITE ENHANCEMENT AND PROGRAMMING

FUND FOR PUBLIC SCHOOLS, INC., *Brooklyn, NY*

FOURTEEN-MONTH GRANT OF \$1,450,000 FOR PROJECTS TO HONOR NEW YORK CITY PUBLIC SCHOOL TEACHERS IN THE WAKE OF THE TERRORIST ATTACK ON SEPTEMBER 11, 2001

GREATER WASHINGTON EDUCATIONAL TELECOMMUNICATIONS ASSOCIATION, INC.,
Arlington, VA

ONE-YEAR GRANT OF \$250,000 FOR REPORTING BY THE NEWSHOUR FROM COUNTRIES INVOLVED IN DIFFERENT ASPECTS OF THE WAR ON TERRORISM

NATIONAL PUBLIC RADIO, INC., *Washington, DC*

ONE-YEAR GRANT OF \$250,000 TOWARD PROGRAMMING ON THE AFTERMATH OF SEPTEMBER 11 AND THE WAR ON TERRORISM

WNYC RADIO, *New York, NY*

ONE-YEAR GRANT OF \$500,000 TOWARD REBUILDING ORGANIZATIONAL CAPACITY AND STRENGTHENING PROGRAMMING IN THE AFTERMATH OF THE TERRORIST ATTACKS ON SEPTEMBER 11, 2001

Anonymous \$10 Million in Grants to Cultural Institutions in New York City

52ND STREET PROJECT, INC.

ONE-YEAR GRANT OF \$50,000

AARON DAVIS HALL, INC.

ONE-YEAR GRANT OF \$100,000

ALLIANCE FOR THE ARTS, INC.

ONE-YEAR GRANT OF \$100,000

ALLIANCE OF RESIDENT THEATRES/NEW YORK

ONE-YEAR GRANT OF \$100,000

AMERICAN FOLK ART MUSEUM

ONE-YEAR GRANT OF \$100,000

AMERICAN MUSEUM OF THE MOVING IMAGE

ONE-YEAR GRANT OF \$100,000

AMERICAN MUSIC CENTER, INC.

ONE-YEAR GRANT OF \$100,000

AMERICAN PLACE THEATRE, INC.

ONE-YEAR GRANT OF \$75,000

AMIGOS DEL MUSEO DEL BARRIO

ONE-YEAR GRANT OF \$100,000

ANTHOLOGY FILM ARCHIVES

ONE-YEAR GRANT OF \$25,000

ART IN GENERAL, INC.

ONE-YEAR GRANT OF \$50,000

ARTISTS SPACE, INC.

ONE-YEAR GRANT OF \$25,000

ARTS CONNECTION, INC.

ONE-YEAR GRANT OF \$100,000

ASIAN AMERICAN ARTS ALLIANCE

ONE-YEAR GRANT OF \$25,000

ATLANTIC THEATER COMPANY

ONE-YEAR GRANT OF \$100,000

BALLET HISPANICO OF NEW YORK

ONE-YEAR GRANT OF \$100,000

BALLET TECH FOUNDATION, INC.

ONE-YEAR GRANT OF \$100,000

BARGEMUSIC LTD.

ONE-YEAR GRANT OF \$75,000

BOROUGH OF MANHATTAN COMMUNITY COLLEGE
PERFORMING ARTS CENTER, INC.

ONE-YEAR GRANT OF \$50,000

BOYS CHOIR OF HARLEM, INC.

ONE-YEAR GRANT OF \$100,000

BRONX COUNCIL ON THE ARTS, INC.

ONE-YEAR GRANT OF \$75,000

BRONX COUNTY HISTORICAL SOCIETY

ONE-YEAR GRANT OF \$50,000

BRONX MUSEUM OF THE ARTS

ONE-YEAR GRANT OF \$75,000

BROOKLYN ACADEMY OF MUSIC, INC.

ONE-YEAR GRANT OF \$100,000

BROOKLYN ARTS COUNCIL, INC.

ONE-YEAR GRANT OF \$75,000

BROOKLYN BOTANIC GARDEN CORP.

ONE-YEAR GRANT OF \$100,000

BROOKLYN CHILDREN'S MUSEUM CORP.

ONE-YEAR GRANT OF \$100,000

BROOKLYN CONSERVATORY OF MUSIC

ONE-YEAR GRANT OF \$75,000

BROOKLYN HISTORICAL SOCIETY

ONE-YEAR GRANT OF \$100,000

BROOKLYN PHILHARMONIC SYMPHONY
ORCHESTRA, INC.

ONE-YEAR GRANT OF \$75,000

BROOKLYN YOUTH CHORUS ACADEMY, INC.

ONE-YEAR GRANT OF \$50,000

CASTILLO CULTURAL CENTER, INC.

ONE-YEAR GRANT OF \$50,000

CENTER FOR ARTS EDUCATION, INC.

ONE-YEAR GRANT OF \$100,000

CENTER FOR TRADITIONAL MUSIC
AND DANCE, INC.

ONE-YEAR GRANT OF \$50,000

CHAMBER MUSIC AMERICA, INC.

ONE-YEAR GRANT OF \$100,000

CHILDREN'S MUSEUM OF MANHATTAN

ONE-YEAR GRANT OF \$100,000

CIRCLE IN THE SQUARE THEATRE SCHOOL, INC.

ONE-YEAR GRANT OF \$75,000

CITY CENTER 55TH STREET THEATER
FOUNDATION, INC.

ONE-YEAR GRANT OF \$100,000

CITY LORE, INC.

ONE-YEAR GRANT OF \$75,000

CONCERT ARTISTS GUILD, INC.

ONE-YEAR GRANT OF \$75,000

COUNCIL ON THE ARTS & HUMANITIES FOR
STATEN ISLAND

ONE-YEAR GRANT OF \$75,000

CREATIVE TIME, INC.

ONE-YEAR GRANT OF \$50,000

DANCE THEATER WORKSHOP, INC.

ONE-YEAR GRANT OF \$100,000

DANCE THEATRE OF HARLEM, INC.

ONE-YEAR GRANT OF \$100,000

DANCING IN THE STREETS, INC.

ONE-YEAR GRANT OF \$50,000

DIA CENTER FOR THE ARTS, INC.

ONE-YEAR GRANT OF \$100,000

ENSEMBLE STUDIO THEATRE, INC.

ONE-YEAR GRANT OF \$50,000

FILM/VIDEO ARTS, INC.

ONE-YEAR GRANT OF \$75,000

FLUSHING COUNCIL ON CULTURE
AND THE ARTS, INC.

ONE-YEAR GRANT OF \$75,000

FOUR WAY BOOKS

ONE-YEAR GRANT OF \$25,000

HARLEM SCHOOL OF THE ARTS

ONE-YEAR GRANT OF \$75,000

HARLEM TEXTILE WORKS LTD.

ONE-YEAR GRANT OF \$25,000

HIGH 5 TICKETS TO THE ARTS, INC.

ONE-YEAR GRANT OF \$50,000

HISTORIC HOUSE TRUST OF NEW YORK CITY, INC.

ONE-YEAR GRANT OF \$25,000

HOME FOR CONTEMPORARY THEATRE AND ART
(HERE)

ONE-YEAR GRANT OF \$50,000

HOSPITAL AUDIENCES, INC.

ONE-YEAR GRANT OF \$100,000

H.T. DANCE COMPANY, INC.

ONE-YEAR GRANT OF \$25,000

INTERNATIONAL PRINT CENTER NEW YORK

ONE-YEAR GRANT OF \$25,000

IRISH REPERTORY THEATRE COMPANY, INC.

ONE-YEAR GRANT OF \$75,000

ISAMU NOGUCHI FOUNDATION, INC.

ONE-YEAR GRANT OF \$50,000

JAMAICA CENTER FOR ARTS AND LEARNING, INC.

ONE-YEAR GRANT OF \$75,000

JOHN A. NOBLE COLLECTION

ONE-YEAR GRANT OF \$25,000

JOSÉ LIMÓN DANCE FOUNDATION

ONE-YEAR GRANT OF \$75,000

KING MANOR ASSOCIATION OF LONG ISLAND, INC.

ONE-YEAR GRANT OF \$25,000

LA MAMA EXPERIMENTAL THEATRE CLUB, INC.

ONE-YEAR GRANT OF \$75,000

LOWER EAST SIDE PRINTSHOP, INC.

ONE-YEAR GRANT OF \$25,000

LOWER EAST SIDE TENEMENT MUSEUM

ONE-YEAR GRANT OF \$75,000

LOWER MANHATTAN CULTURAL COUNCIL, INC.

ONE-YEAR GRANT OF \$100,000

MABOU MINES DEVELOPMENT FOUNDATION, INC.

ONE-YEAR GRANT OF \$50,000

MARTHA GRAHAM CENTER OF CONTEMPORARY
DANCE, INC.

ONE-YEAR GRANT OF \$100,000

MIND-BUILDERS CREATIVE ARTS CO., INC.

ONE-YEAR GRANT OF \$25,000

MUSEUM FOR AFRICAN ART

ONE-YEAR GRANT OF \$100,000

MUSEUM OF JEWISH HERITAGE

ONE-YEAR GRANT OF \$100,000

MUSEUM OF THE CITY OF NEW YORK

ONE-YEAR GRANT OF \$100,000

NATIONAL CHORAL COUNCIL, INC.

ONE-YEAR GRANT OF \$50,000

NATIONAL DANCE INSTITUTE, INC.

ONE-YEAR GRANT OF \$75,000

NEW 42ND STREET, INC. / NEW VICTORY THEATER

ONE-YEAR GRANT OF \$100,000

NEW MUSEUM OF CONTEMPORARY ART

ONE-YEAR GRANT OF \$100,000

NEW YORK FOUNDATION FOR THE ARTS, INC.

ONE-YEAR GRANT OF \$100,000

NEW YORK HALL OF SCIENCE

ONE-YEAR GRANT OF \$100,000

NEW YORK HISTORICAL SOCIETY

ONE-YEAR GRANT OF \$100,000

NEW YORK SHAKESPEARE FESTIVAL

ONE-YEAR GRANT OF \$100,000

NEW YORK STUDIO SCHOOL OF DRAWING,
PAINTING & SCULPTURE, INC.

ONE-YEAR GRANT OF \$50,000

NUYORICAN POETS CAFE, INC.

ONE-YEAR GRANT OF \$25,000

ONTOLOGICAL-HYSTERIC THEATER, INC.

ONE-YEAR GRANT OF \$25,000

OPEN CHANNELS NY, INC. (DIXON PLACE)

ONE-YEAR GRANT OF \$25,000

ORPHEON, INC./THE LITTLE ORCHESTRA SOCIETY

ONE-YEAR GRANT OF \$100,000

ORPHEUS CHAMBER ORCHESTRA, INC.

ONE-YEAR GRANT OF \$100,000

P.S.1 CONTEMPORARY ART CENTER, INC.

ONE-YEAR GRANT OF \$100,000

PAN ASIAN REPERTORY THEATRE, INC.

ONE-YEAR GRANT OF \$50,000

PAPER BAG PLAYERS, INC.

ONE-YEAR GRANT OF \$50,000

PAUL TAYLOR DANCE FOUNDATION, INC.

ONE-YEAR GRANT OF \$100,000

PERFORMANCE SPACE 122, INC.

ONE-YEAR GRANT OF \$75,000

PLAYWRIGHTS HORIZONS, INC.

ONE-YEAR GRANT OF \$100,000

POETS & WRITERS, INC.

ONE-YEAR GRANT OF \$100,000

POETS HOUSE, INC.

ONE-YEAR GRANT OF \$50,000

PREGONES TOURING PUERTO RICAN THEATRE
COLLECTION, INC.

ONE-YEAR GRANT OF \$25,000

PUBLIC ART FUND, INC.

ONE-YEAR GRANT OF \$100,000

PUBLICOLOR, INC.

ONE-YEAR GRANT OF \$25,000

QUEENS BOTANICAL GARDEN SOCIETY, INC.

ONE-YEAR GRANT OF \$100,000

QUEENS COLLEGE FOUNDATION, INC.

ONE-YEAR GRANT OF \$75,000

QUEENS COUNCIL ON THE ARTS, INC.

ONE-YEAR GRANT OF \$75,000

QUEENS MUSEUM OF ART

ONE-YEAR GRANT OF \$100,000

QUEENS SYMPHONY ORCHESTRA, INC.

ONE-YEAR GRANT OF \$75,000

QUEENS THEATRE IN THE PARK, INC.

ONE-YEAR GRANT OF \$100,000

SARATOGA INTERNATIONAL THEATER
INSTITUTE, INC.

ONE-YEAR GRANT OF \$25,000

SIGNATURE THEATRE COMPANY

ONE-YEAR GRANT OF \$75,000

SNUG HARBOR CULTURAL CENTER, INC.

ONE-YEAR GRANT OF \$100,000

SOCIETY FOR THE PRESERVATION OF WEEKSVILLE
AND BEDFORD-STUYVESANT HISTORY

ONE-YEAR GRANT OF \$25,000

SOCRATES SCULPTURE PARK, INC.

ONE-YEAR GRANT OF \$25,000

SOHO REPERTORY THEATRE, INC.

ONE-YEAR GRANT OF \$50,000

SPANISH THEATRE REPERTORY LTD.

ONE-YEAR GRANT OF \$100,000

STATEN ISLAND BOTANICAL GARDEN, INC.

ONE-YEAR GRANT OF \$100,000

STATEN ISLAND CHILDREN'S MUSEUM

ONE-YEAR GRANT OF \$75,000

STATEN ISLAND HISTORICAL SOCIETY, INC.

ONE-YEAR GRANT OF \$75,000

STATEN ISLAND INSTITUTE OF ARTS AND SCIENCES

ONE-YEAR GRANT OF \$75,000

STATEN ISLAND ZOOLOGICAL SOCIETY, INC.

ONE-YEAR GRANT OF \$100,000

STUDIO IN A SCHOOL ASSOCIATION

ONE-YEAR GRANT OF \$100,000

STUDIO MUSEUM IN HARLEM, INC.

ONE-YEAR GRANT OF \$100,000

SYMPHONY SPACE, INC.

ONE-YEAR GRANT OF \$100,000

TADA! THEATER AND DANCE ALLIANCE, INC.

ONE-YEAR GRANT OF \$75,000

TARGET MARGIN THEATER

ONE-YEAR GRANT OF \$25,000

TEACHERS AND WRITERS COLLABORATIVE

ONE-YEAR GRANT OF \$75,000

THALIA SPANISH THEATRE, INC.

ONE-YEAR GRANT OF \$25,000

THEATRE FOR A NEW AUDIENCE, INC.

ONE-YEAR GRANT OF \$75,000

THEATRE FOR THE NEW CITY

ONE-YEAR GRANT OF \$50,000

THIRD STREET MUSIC SCHOOL SETTLEMENT, INC.

ONE-YEAR GRANT OF \$100,000

TOWN HALL FOUNDATION, INC.

ONE-YEAR GRANT OF \$75,000

TRISHA BROWN DANCE COMPANY, INC.

ONE-YEAR GRANT OF \$100,000

URBANGLOSS/NEW YORK CONTEMPORARY GLASS
CENTER, INC.

ONE-YEAR GRANT OF \$75,000

VINEYARD THEATRE AND WORKSHOP CENTER, INC.

ONE-YEAR GRANT OF \$75,000

WAVE HILL, INC.

ONE-YEAR GRANT OF \$100,000

WOMEN'S PROJECT AND PRODUCTIONS

ONE-YEAR GRANT OF \$75,000

WOOSTER GROUP, INC.

ONE-YEAR GRANT OF \$75,000

WORLD MUSIC INSTITUTE, INC.

ONE-YEAR GRANT OF \$75,000

YOUNG AUDIENCES/NEW YORK, INC.

ONE-YEAR GRANT OF \$100,000

YOUNG PLAYWRIGHTS, INC.

ONE-YEAR GRANT OF \$25,000

Discretionary Grants

AMERICAN HISTORICAL ASSOCIATION,
Washington, DC

EIGHTEEN-MONTH GRANT OF \$50,000 FOR ONE-TIME
FUNDING OF A FEASIBILITY STUDY TO DEVELOP A
NATIONAL HISTORY CENTER

FEDERATION OF AMERICAN SCIENTISTS FUND,
Washington, DC

FIVE-MONTH GRANT OF \$50,000 TOWARD
DISSEMINATION AND PROMOTION OF A REPORT
ON PUBLIC INTEREST IN THE AGE OF DIGITAL
COMMUNICATION

HARVARD UNIVERSITY, *Cambridge, MA*

TEN-MONTH GRANT OF \$20,000 TOWARD
DISSEMINATION OF A PAPER ON WOMEN'S
PARTICIPATION IN POST-TALIBAN AFGHANISTAN
BASED ON AFGHAN CULTURE AND THE TEACHINGS
OF ISLAM

CITY UNIVERSITY OF NEW YORK, *New York, NY*

ONE-YEAR GRANT OF \$40,000 TOWARD PLANNING
PUBLIC EDUCATION AND OUTREACH ACTIVITIES
COMMEMORATING THE ACCOMPLISHMENTS OF
RALPH J. BUNCHE ON THE 100TH ANNIVERSARY
OF HIS BIRTH

VITAL VOICES GLOBAL PARTNERSHIP,
Washington, DC

ONE-YEAR GRANT OF \$25,000 TOWARD SUPPORT

Carnegie Scholars

DAVID EDWARDS, *Williams College*

TWO-YEAR GRANT OF \$98,035 FOR A RESEARCH PROJECT ENTITLED "CIVIL SOCIETY AND TERRORISM IN AFGHANISTAN"

ERIN JENNE, *Harvard University*

TWO-YEAR GRANT OF \$81,893 FOR A RESEARCH PROJECT ENTITLED "EUROPE'S LONG STRUGGLE WITH ETHNIC CONFLICT: FROM THE LEAGUE OF NATIONS TO THE EUROPEAN UNION"

CAROL LANCASTER, *Georgetown University*

TWO-YEAR GRANT OF \$75,750 FOR A RESEARCH PROJECT ENTITLED "FIFTY YEARS OF FOREIGN AID: AN ANALYTICAL HISTORY"

GLENN CARTMAN LOURY, *Boston University*

FOURTEEN-MONTH GRANT OF \$100,000 FOR A RESEARCH PROJECT ENTITLED "COLOR-BLIND AFFIRMATIVE ACTION: ASSESSING THE TRADE-OFF BETWEEN EFFICIENCY AND REPRESENTATIVENESS IN COLLEGE ADMISSIONS IN A WORLD WITHOUT RACIAL PREFERENCES"

UDAY S. MEHTA, *Amherst College*

TWENTY-TWO-MONTH GRANT OF \$100,000 FOR A RESEARCH PROJECT ENTITLED "CONSTITUTIONAL CONFIGURATIONS OF THE PAST: A COMPARATIVE STUDY OF INDIA, ISRAEL, SOUTH AFRICA, AND THE U.S."

RAJAN MENON, *Lehigh University*

ONE-YEAR GRANT OF \$100,000 FOR A RESEARCH PROJECT ENTITLED "ISLAM AND THE POLITICS, FOREIGN POLICY, AND NATIONAL SECURITY OF THE RUSSIAN FEDERATION"

SHARYN O'HALLORAN, *Columbia University*

EIGHTEEN-MONTH GRANT OF \$100,000 FOR A RESEARCH PROJECT ENTITLED "MORE THAN THE LICENSE PLATES: MAJORITY-MINORITY VOTING DISTRICTS AND REPRESENTATIVE DEMOCRACY"

ADOLPH REED, JR., *New School University*

THIRTY-NINE MONTH GRANT OF \$96,442 FOR A RESEARCH PROJECT ENTITLED "RACE IN AMERICAN LIFE: WHAT IT IS, WHAT IT ISN'T/HOW IT WORKS, HOW IT DOESN'T"

JAMES A. ROBINSON, *University of California at Berkeley*

TWO-YEAR GRANT OF \$100,000 FOR A RESEARCH PROJECT ENTITLED "UNDERSTANDING THE INSTITUTIONAL DETERMINANTS OF COMPARATIVE DEVELOPMENT"

IAN ROXBOROUGH, *State University of New York, Stony Brook*

TWO-YEAR GRANT OF \$99,318 FOR A RESEARCH PROJECT ENTITLED "DIAGNOSING NEW DANGERS: A SOCIOLOGY OF MILITARY STRATEGY AND THREAT ASSESSMENT"

RICHARD A. SHWEDER, *University of Chicago*

TWENTY-TWO-MONTH GRANT OF \$100,000 FOR A RESEARCH PROJECT ENTITLED "WHEN CULTURES COLLIDE: THE MULTICULTURAL CHALLENGE IN LIBERAL DEMOCRACIES"

Dissemination

In 1911, Andrew Carnegie created Carnegie Corporation of New York “to promote the advancement and diffusion of knowledge.” He believed that no idea, no matter how powerful, could effect change unless it had an audience. With that in mind, the Corporation’s dissemination program attempts to realize Carnegie’s goal through a broad range of activities that advance the work of Corporation programs and grantees. While dissemination is a strategic process inculcated into the work of program staff and grantees, the Corporation also provides dissemination awards to program-related projects. These small yet strategic grants broaden the exposure of the work of our grantees, lifting up emerging ideas and trends.

In 2002, as the Partnership for Higher Education in Africa coalesced, the dissemination program focused special attention on Africa, considering capacity-building options that would help grantees leverage their work within the context of the region’s communications methods and stimulate journalism opportunities within Africa.

Corporation Special Initiatives

THE RUSSIA INITIATIVE \$92,000

Russia: Facing the Future remains a powerful record of contemporary Russia and continues to be one of the most requested Carnegie Corporation publications three years after its release. In 2002, a dissemination award funded the publication of the *Learning Guide*, a companion piece to *Russia: Facing the Future*, that offers suggestions for classroom discussion and activities to educators who use the Russia Initiative materials. Copies of the documentary, report, learning guide and a questionnaire were sent to approximately 2000 Advance Placement history teachers in late 2001. Notices placed in two professional publications (*Social Studies Professional* and *Social Education*) generated nearly 500 more requests for the materials from high school and college instructors. This special

initiative also supported three outreach events with scholars in Moscow, at the Pacific Council on International Policy and for the Overseas Press Club.

Technical Assistance to Grantees

STRATEGIC COMMUNICATIONS TRAINING FOR AFRICAN GRANTEES \$190,000

Two communications training sessions for eastern and southern African grantees were held in July in Dar es Salaam and Johannesburg under the auspices of Apco Africa, an African communications group. Grantees also received follow-up support and advice on university strategic communications plans in a competitive technical assistance award program.

STRATEGIC COMMUNICATIONS TRAINING FOR U.S. GRANTEES \$90,000

Two-and-a-half-day workshops were held in June and September for senior staff from organizations receiving first-time grants. Both sessions were held in Washington, DC, and coordinated by the Communications Consortium Media Center.

Journalism and Media Projects

RUNNING: THE CAMPAIGN FOR CITY COUNCIL \$150,000

A dissemination award made in 2001 to Firelight Media provided funding for this documentary about the 2001 New York City Council election—New York City’s model for matching campaign funds—and for airing of the film on Thirteen/WNET TV. To extend the policy reach of the program beyond its initial viewing audience, five town hall meetings focused on election reform were held in each of New York City’s boroughs. The meetings entailed a screening of the

documentary, a moderated panel of local leaders and open discussion by area residents. *Running*, produced by Firelight Media in association with Thirteen/WNET, was the winner of the Henry Hampton Award for Excellence in Film and Digital Media in 2002. Stanley Nelson, the film's director, was named a 2002 MacArthur Fellow.

WHO COUNTS? ELECTION REFORM IN AMERICA
\$37,300

A documentary about the 2000 presidential election in Florida aired on PBS in October 2002; a dissemination award permitted screening of the film for Congressional members and staff involved with election and campaign issues. The documentary was produced by Issues TV in association with the Corporation for Public Broadcasting.

COVERING ISLAM/AMERICAN JOURNALISM REVIEW
\$25,000

How American journalists cover Islam became an important issue after September 11, 2001. Through an award to the American Journalism Review, a discussion for journalists was held at the National Press Club in Washington, DC. Leading the discussion was a distinguished panel of journalists and experts on Islam, and moderating was Judy Woodruff, former Carnegie Corporation trustee and senior correspondent for CNN.

CRIMES OF WAR EDUCATION PROJECT \$47,500
A team of journalists, lawyers and scholars are raising public awareness of laws of war and specifically international humanitarian law through a variety of fora. Because war correspondents are also firsthand witnesses to conflict, the project is working with journalism associations and schools to provide educational resources to help journalists analyze and contextualize events of war. The Corporation supported outreach to journalists in the U.S. and Europe as well as online resources to be accessible worldwide.

EDUCATION WRITERS ASSOCIATION (EWA)
\$23,000

The push for better schools and educational accountability includes measuring student competence, usually by comparing standardized test results between schools. An EWA seminar discussed the accountability climate from the perspectives of teachers, students,

parents, administrators, community leaders and testing experts. Corporation support funded a videotape of the seminar, which was later turned into a Fred Friendly Seminar video. The tape is now available as an educational resource.

RADIO AND TELEVISION NEWS DIRECTORS
FOUNDATION (RTNDF) \$24,000

Shortly after the anthrax scare in late 2001, RTNDF coordinated a satellite teleconference on bioterrorism for broadcast journalists and newsrooms. Moderated by Ray Suarez of The NewsHour, the interactive program, Terrorism Coverage: Is Your Newsroom Ready?, featured health and crisis management experts who answered questions called in by news staff. Dissemination funds supported the broadcast and the development of a bioterrorism information page for journalists on the RTNDF web site.

JEM/GLO \$25,000

To support the Corporation's grantmaking in the areas of civic engagement and immigration, a dissemination award was made toward a film documentary about the experiences of three war refugees from Kosovo as they adjust to life within democratic America. The film aired on New York public television and in other cities.

NEW YORK HISTORICAL SOCIETY/"HISTORY
RESPONDS" \$15,000

The Society is creating an historical record of the September 11 terrorist attacks. The Corporation provided support toward a film documentary about how museum staff are collecting and preserving artifacts related to the tragedy.

ALLAFRICA GLOBAL MEDIA \$67,200

Internet communications in Africa are nascent but growing exponentially. To encourage this growth, the Corporation provided support to allAfrica.com, one of the largest and most comprehensive web sites in the continent, to provide news stories from around Africa in English and French. A dissemination award funded a new internet channel called *Sustainable Africa*, which provides information on African developmental and environmental issues.

AFRICA WOMEN'S MEDIA CENTER/INTERNATIONAL
WOMEN'S MEDIA FOUNDATION \$52,400

AWMC is developing the first database of African journalists and journalists' resources for use by the media and governmental and nonprofit communities. The Center provides online training and educational information for African journalists, including a comprehensive handbook called *Reporting on HIV/AIDS in Africa: A Manual* that provides factual, scientific information for reporters' use. The manual has been widely requested throughout the continent and dissemination funds have enabled a second printing.

INTERNEWS \$15,000

Internews is an international nonprofit organization that fosters independent media in emerging democracies. A dissemination award supported training for African journalists in the standards and practices of professional journalism.

Outreach

ANNOUNCEMENT OF 2002 CARNEGIE SCHOLARS
\$73,000

The latest class of Carnegie Scholars was announced in *The Chronicle of Higher Education*, *Education Week*, *The New York Times* and *The Washington Post*.

INSIDE FULL SERVICE COMMUNITY SCHOOLS
\$37,000

A dissemination award to the Institute for Educational Leadership of the Coalition for Community Schools in Washington, DC, funded distribution of *Inside Full Service Community Schools* to education leaders and organizations and federal and regional government officials. Co-authored by Joy Dryfoos and Sue McGuire, the book advocates partnerships between schools and community organizations to create an environment in which children can learn. This dissemination award supported the Corporation's long time grantee involved in this reform work.

SCHOOL: THE STORY OF PUBLIC EDUCATION
IN AMERICA \$18,000

Carnegie Corporation funded dissemination of this book to education school deans around the United States. It is a companion piece to the acclaimed four-part PBS series on the role of public education in shaping democracy.

NATIONAL BOOK FESTIVAL STATE CENTER
COMPETITIONS \$60,000

To strengthen national involvement in the National Book Festival, a dissemination award issued to the Center for the Book at the Library of Congress funded a competition among state Centers for the Book to encourage local events promoting libraries and literacy.

SUPPORT FOR PROGRAM-RELATED
COMMUNICATIONS \$36,200

Small awards were made to two regional media organizations that publish articles relating to Carnegie Corporation program areas. American Forum in Washington, DC, works with state editorial boards to identify and raise issues of concern to local residents and to disseminate news pieces on these issues to broadcast and print media within the states. Progressive Media in Madison, Wisconsin, is a conduit for articles and op-eds on political and social issues which are distributed over the Knight-Ridder news wire.

COMMUNICATION CONSORTIUM MEDIA CENTER
(CCMC) \$25,000

CCMC is engaged in a multiyear project to develop an assessment tool that will measure the effectiveness of nonprofit communications. The Corporation joined with other grantmakers in providing support toward this project, now in the research stage.

FOREIGN POLICY ASSOCIATION (FPA) \$41,000

The FPA is developing a pilot program called *Toward a New International Architecture* that will bring together students from seven universities for a one-day meeting at Princeton University on U.S. foreign policy and policymaking. A dissemination award supported curriculum development and meeting planning.

WOMEN OF WASHINGTON \$2,500

Women of Washington coordinated a panel on international issues that included Judith Miller from *The New York Times*, Phyllis Oakley, former Assistant Secretary of State for Population, Refugees and Migration, Susan Rice, former Assistant Secretary of State for Africa Affairs, Frank Sesno, former senior vice president for CNN, and Robin Wright from the *Los Angeles Times*.

WOMEN'S FOREIGN POLICY GROUP (WFPG)

\$24,000

WFPG brings together women leaders from government, the diplomatic community and the media for substantive discussions on international affairs and foreign policy. Dissemination funding supported a meeting in Washington, DC, for Congressional members and diplomatic members and the publication of the WFPG directory.

WOMEN'S LEADERSHIP FUND/THE WHITE HOUSE PROJECT \$26,000

Dissemination funds supported fresh research and analysis of participants on Sunday morning television talk shows, the most-watched news programs of the week. The report containing updated results was later distributed to news organizations and media leaders.

USAVOTENET/WOMENVOTE \$23,000

Support was provided to publish a report and press launch about voter advocacy groups' release of a *Blueprint for Voter Outreach*. The report followed a grant by the Corporation's Strengthening U.S. Democracy program to develop, through an alliance of 90 national and state voter groups, best and worst practices for voter outreach.

of Government and co-director, with former Secretary of Defense William J. Perry, of the Harvard-Stanford Preventive Defense Project. Joining him for a panel discussion were Senator Gary Hart, co-chair of the former U.S. Commission on National Security for the 21st Century, which recommended the creation of a homeland security agency; Christopher Edley, Jr., professor of law and co-director of the Civil Rights Project at Harvard University; and Robert F. Turner, professor of international law and foreign policy and co-founder of the Center for National Security Law at the University of Virginia. Moderating the discussion was WNYC Radio host Brian Lehrer. A companion Carnegie Challenge Paper synthesized the substance of the homeland security discussion. *Homeland Defense and Democratic Liberties: An American Balance in Danger?* was released over the summer in 2002.

JOURNALISM: THE BUSINESS OF NEWS \$35,000

A group of journalists, publishers, broadcast executives and journalism school leaders came together for an open discussion about the news profession's competing roles as a public trust and a for-profit business. Presenting the issue from the separate perspectives of print and broadcast media and journalism schools were Leonard Downie, executive editor for *The Washington Post*, Neal Shapiro, president of NBC News, and Orville Schell, dean of the Graduate School of Journalism at the University of California, Berkeley. Judy Woodruff, senior anchor for CNN News, gave opening remarks. A Corporation report, *The Business of News: A Challenge for Journalism's Next Generation*, recounts the forum discussions and wide range of views.

Carnegie Forums

HOMELAND SECURITY \$9,000

A forum on homeland security in the aftermath of September 11 addressed the critical question of how to ensure domestic security without compromising civil liberties. Giving the keynote address was former Under Secretary of Defense Ashton B. Carter, who is currently on the faculty of the John F. Kennedy School

2002 Report on Finances

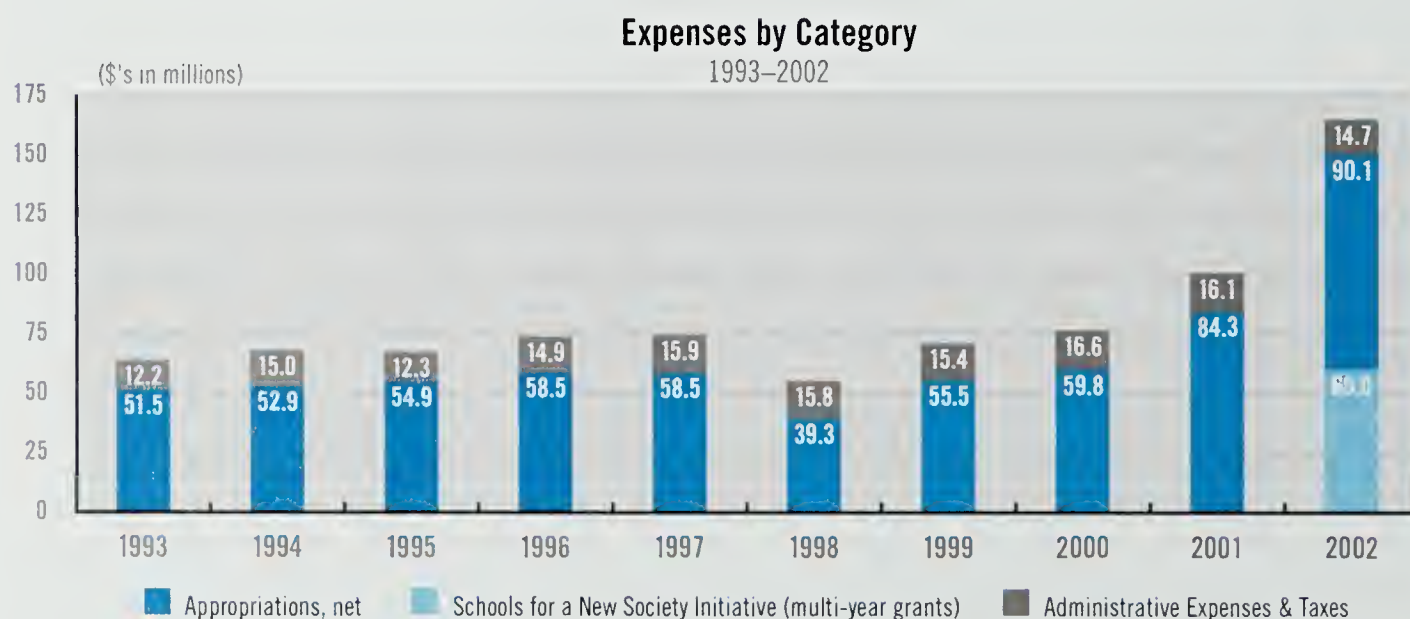
Financial Highlights

Appropriations and Expenses

For the ten years ended September 30, 2002, the Corporation awarded 2,729 grants totaling \$665.8 million and incurred expenses of \$123.5 million for direct charitable activities

and administration expenses, excluding investment expenses, and \$25.4 million for taxes, for a total of \$814.7 million.

The graph below illustrates the growth in expenses by category over the ten-year period ended September 30, 2002.



Each year the trustees appropriate funds to be used for grants and for projects administered by the officers. Many of the grants involve multiyear commitments. In the fiscal year ended September 30, 2002, 45 percent of the appropriated funds were paid within the fiscal year. Appropriations, net of refunds and cancellations, totaled \$150.1 million, compared to \$84.3 million in the preceding year. The increase in appropriations for 2002 is attributable to the awarding of multi-year grants totaling \$60 million under the Corporation's Schools for a New Society Initiative.

Program management and direct charitable activities expenses were \$10.8 million in the fiscal year ended September 30, 2002, compared with \$9.7 million in the previous fiscal year. Included in these amounts, are direct

charitable activities of \$2.7 million in 2002 and \$2.1 million in 2001. Direct charitable activities are services provided directly to other exempt organizations, governmental bodies, and the general public. Such services include providing technical assistance to grantees and potential grantees, conducting educational conferences and research, publishing and disseminating educational materials, and serving on boards of other charitable organizations or public commissions.

General administration expenses were \$3.3 million in 2002 and \$3 million in 2001.

The schedule below breaks down total expenses, excluding appropriations and taxes, into categories for the year ended September 30, 2002.

	Program management and direct charitable activities	Investment	General administration	Total
Salaries	\$ 4,653,864	\$ 745,587	\$ 1,482,654	\$ 6,882,105
Investment advisory and custody fees	—	4,145,372	—	4,145,372
Employee benefits	1,980,728	180,088	569,901	2,730,717
Rent	862,432	169,659	435,546	1,467,637
Travel	544,109	56,731	20,477	621,317
Consultants	545,940	—	43,671	589,611
Publications	583,929	—	—	583,929
Conferences and meetings	550,772	7,923	11,580	570,275
Legal and accounting services	—	272,153	282,804	554,957
Office expenses	285,819	53,293	121,898	461,010
Computer equipment and services	152,971	26,380	48,849	228,200
Amortization and depreciation	103,516	—	52,277	155,793
Trustees' honoraria and expenses	94,570	—	30,200	124,770
Other	471,952	80,101	202,627	754,680
TOTAL	\$10,830,602	\$ 5,737,287	\$ 3,302,484	\$19,870,373*

* In FY2001, total expenses, excluding appropriations and taxes, were \$18.8 million, which included \$6.1 million of investment expenses.

Taxes

Under the provisions of the Tax Reform Act of 1969, Carnegie Corporation as a private foundation is subject to a federal excise tax of 2 percent on income and realized capital gains. However, under the Tax Reform Act of 1984, the rate is reduced to 1 percent if the foundation maintains its average expense rate of the previous five years and, in addition, spends the tax savings. The Corporation met the requirements for the reduced tax rate in 2002 but not in 2001. Excise tax expense for FY2002 was \$.5 million. During 2002, the Corporation had unrelated business income of \$.3 million from certain investment partnership activities. Taxes of \$.1 million on this income are calculated using applicable corporate tax rates. Deferred tax liability represents the potential tax (at 2 percent) on gains as yet unrealized. Because of unrealized losses incurred in 2002, the Corporation had no deferred tax liability.

Audit by Independent Accountants

The bylaws provide that the Corporation's accounts are to be audited each year by an independent public accountant. Accordingly, the firm of KPMG LLP audited the Corporation's financial statements for the fiscal year ended September 30, 2002. The Corporation's financial statements, together with the independent auditors' report, appear on the following pages.

Independent Auditors' Report

The Board of Trustees
Carnegie Corporation of New York:

We have audited the accompanying balance sheets of Carnegie Corporation of New York as of September 30, 2002 and 2001, and the related statements of changes in net assets and cash flows for the years then ended. These financial statements are the responsibility of the Corporation's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Carnegie Corporation of New York as of September 30, 2002 and 2001, and the changes in its net assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

KPMG LLP

KPMG LLP
New York, New York

December 12, 2002

Balance Sheets

for the years ended September 30, 2002 and 2001

	2002	2001
Assets		
Cash	\$ 19,356	\$ 15,959
Investments-note 3	1,610,668,740	1,710,547,344
Refundable taxes-note 5	929,630	293,801
Grants receivable	15,636,000	—
Prepaid expenses and other assets	77,400	228,507
Fixed assets-note 4	402,398	425,029
Total assets	<u>\$1,627,733,524</u>	<u>\$1,711,510,640</u>
Liabilities and net assets		
Liabilities		
Grants payable	\$ 108,132,177	\$ 52,979,869
Accounts payable and other liabilities	4,275,045	1,450,930
Total liabilities	<u>112,407,222</u>	<u>54,430,799</u>
Net assets		
Unrestricted	1,364,353,434	1,521,742,973
Temporarily restricted	15,636,000	—
Permanently restricted	135,336,868	135,336,868
Total net assets	<u>1,515,326,302</u>	<u>1,657,079,841</u>
Total liabilities and net assets	<u>\$1,627,733,524</u>	<u>\$1,711,510,640</u>

See accompanying notes to financial statements.

Statements of Changes in Net Assets

for the years ended September 30, 2002 and 2001

	2002	2001
Changes in unrestricted net assets		
Revenues		
Investment income		
Interest and dividends	\$ 28,612,381	\$ 33,286,554
Income from partnerships, net	3,242,869	26,062,940
Net realized gain on investment transactions	12,006,350	74,500,256
Total realized investment income	43,861,600	133,849,750
Less investment expenses paid	5,737,287	6,083,063
Net realized investment income	38,124,313	127,766,687
Grant income	19,364,000	—
Total unrestricted revenues	57,488,313	127,766,687
Expenses		
Grant appropriations	146,799,656	82,516,315
Appropriations for projects administered by officers	3,291,845	1,837,594
Program management and direct charitable activities	10,830,602	9,658,162
General administration	3,302,484	3,027,768
Provision for taxes, net-note 5	607,427	3,399,242
Total expenses	164,832,014	100,439,081
(Deficiency) excess of unrestricted revenues over expenses	(107,343,701)	27,327,606
Increase in unrealized depreciation of investments, net of related deferred federal excise tax (credit) of \$ -0- in 2002 and \$(4,598,776) in 2001-note 5	(50,045,838)	(268,805,599)
Decrease in unrestricted net assets	(157,389,539)	(241,477,993)
Changes in temporarily restricted net assets		
Grant income	15,636,000	—
Increase in temporarily restricted net assets	15,636,000	—
Decrease in net assets	(141,753,539)	(241,477,993)
Net assets, beginning of year	1,657,079,841	1,898,557,834
Net assets, end of year	<u>\$1,515,326,302</u>	<u>\$1,657,079,841</u>

See accompanying notes to financial statements.

Statements of Cash Flows

for the years ended September 30, 2002 and 2001

	2002	2001
Cash flows from operating activities		
Decrease in net assets	\$ (141,753,539)	\$ (241,477,993)
Adjustments to reconcile decrease in net assets to net cash used in operating activities		
Increase in unrealized depreciation of investments	50,045,838	273,404,375
Net realized gain on investment transactions	(12,006,350)	(74,500,256)
Depreciation and amortization	155,793	167,224
Change in deferred federal excise tax	—	(4,314,877)
Total adjustments	38,195,281	194,756,466
Change in refundable taxes, grants receivable, prepaid expenses and other assets	(16,120,722)	(371,958)
Change in grants payable and accounts payable and other liabilities	57,976,423	27,704,698
Net cash used in operating activities	(61,702,557)	(19,388,787)
Cash flows from investing activities		
Proceeds from sales or redemptions of investments	1,249,517,370	1,239,726,543
Purchases of investments	(1,187,678,254)	(1,220,793,560)
Purchases of fixed assets	(133,162)	(111,954)
Net cash provided by investing activities	61,705,954	18,821,029
Change in cash	3,397	(567,758)
Cash, beginning of year	15,959	583,717
Cash, end of year	<u>\$ 19,356</u>	<u>\$ 15,959</u>

See accompanying notes to financial statements.

Notes to Financial Statements

for the years ended September 30, 2002 and 2001

(1) ORGANIZATION:

Carnegie Corporation of New York (the Corporation) is a philanthropic grantmaking foundation that was created by Andrew Carnegie in 1911 to promote the advancement and diffusion of knowledge and understanding. The Corporation has a policy of selecting a few areas at a time in which to concentrate its grants. The Corporation is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code.

(2) SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES:

The accompanying financial statements have been prepared on the accrual basis of accounting.

Fixed assets are stated at cost. Depreciation is calculated on a straight-line basis over the estimated lives of the related assets ranging from five to ten years. Leasehold improvements are amortized over the remaining life of the lease.

Grants receivable at September 30, 2002 total \$15,636,000 of which \$6,768,000 is expected to be received within one year and \$8,868,000 in two to three years.

Grant appropriations, including multi-year grants, are recorded as an expense and a payable when grants are approved and communicated to the grantees.

For purposes of the statements of cash flows, cash includes all cash held in bank accounts at September 30, 2002 and September 30, 2001.

The resources of the Corporation consist of permanently restricted, temporarily restricted and unrestricted net assets. Permanently restricted net assets represent the original sums received from Andrew Carnegie who, by the terms of the conveying instrument, stipulated that the principal may never be expended. Temporarily restricted net assets are subject to donor-imposed stipulations that will be met either by actions of the Corporation or the passage of time. Unrestricted net assets are not subject to donor imposed restrictions.

The fair value of investments has been determined as indicated in note 3. The carrying amounts of the Corporation's other financial instruments approximate fair value because of their short maturity.

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Notes to Financial Statements

for the years ended September 30, 2002 and 2001

(3) INVESTMENTS:

Readily marketable investments are reported at fair value on the basis of quoted market prices. Limited partnerships and similar interests are reported at fair value based on financial statements and other information received from the partnerships. The general partner determines the fair value of securities using quoted market prices, if available, or using other valuation methods, including independent appraisals. Investments in limited partnerships and similar interests totaled \$914,474,217 at September 30, 2002 and \$760,336,841 at September 30, 2001.

Investments are composed of the following at September 30, 2002 and 2001:

	September 30, 2002		September 30, 2001	
	Cost	Fair Value	Cost	Fair Value
Equities	\$ 777,336,835	\$ 657,164,230	\$ 850,324,547	\$ 744,874,164
Fixed income	241,882,051	257,278,087	301,804,635	315,943,709
Real estate	209,157,972	234,047,752	198,543,219	230,763,332
Absolute return	301,589,852	308,023,841	263,784,511	275,366,378
Private equity	174,640,837	154,705,550	160,170,586	164,233,624
Due to brokers, net	(427,413)	(550,720)	(20,614,598)	(20,633,863)
Total	<u>\$1,704,180,134</u>	<u>\$1,610,668,740</u>	<u>\$1,754,012,900</u>	<u>\$1,710,547,344</u>

Included in the table above is accrued investment income of \$1,861,832 and \$2,886,954 at September 30, 2002 and 2001, respectively.

At September 30, 2002, the Corporation had unfunded commitments of approximately \$302 million in various private equity and real estate limited partnership investments.

As a result of its investing strategies, the Corporation is a party to index futures contracts. The Corporation's fixed income investment manager uses treasury index futures contracts to manage the duration of the fixed income portfolio. Changes in the market value of these futures contracts are recognized currently in the statements of changes in net assets, using the marked-to-market method. However, index futures contracts involve, to varying degrees, elements of market risk and credit risk in excess of the amounts recorded on the balance sheets. Market risk represents the potential loss the Corporation faces due to the decrease in the value of the financial instruments in the table below. Credit risk represents the potential loss the Corporation faces due to the inability of counterparties to meet the terms of their contracts.

Notes to Financial Statements

for the years ended September 30, 2002 and 2001

The table below summarizes the long and short exchange-traded financial futures positions at September 30, 2002, and September 30, 2001:

Index future contracts	September 30, 2002		September 30, 2001	
	Net number of contracts- long/(short)	Contract Value (in \$ millions)	Net number of contracts- long/(short)	Contract Value (in \$ millions)
30-year Treasury bond	240	27.4	(39)	(4.1)
10-year Treasury note	221	24.7	312	33.9
5-year Treasury note	(67)	(7.6)	72	7.8
2-year Treasury note	—	—	(100)	(21.0)

The margin requirements on deposit with third-party safekeeping banks for index futures contracts were approximately \$.8 million at September 30, 2002, and \$.6 million at September 30, 2001. The partnerships in which the Corporation invests may also hold index futures and options. These positions are not included in the table above.

The Corporation permits its investment managers to use forward foreign exchange contracts to manage the currency risk inherent in owning securities denominated in foreign currencies. In a forward foreign currency transaction, the Corporation agrees to exchange one currency for another on an agreed-upon date at an agreed-upon exchange rate. At September 30, 2002 and 2001, the Corporation held forward currency buy contracts with notional amounts totaling \$1.2 million and \$2.8 million, respectively. Such contracts involve, to varying degrees, risks of loss arising either from the potential change in market prices or from the possible inability of counterparties to meet the terms of their contracts. Forward foreign currency contracts are carried in the balance sheets at market value. Changes in the value of forward foreign currency contracts are recognized as increases or decreases in unrealized appreciation or depreciation until such contracts are closed.

The Corporation's investment advisors monitor the financial condition of the firms used for futures and forward foreign currency trading in order to minimize the risk of loss. Exposure limits are placed on firms relative to their credit worthiness. Management does not anticipate that losses, if any, resulting from credit or market risk would have a material adverse effect on the financial statements.

Notes to Financial Statements

for the years ended September 30, 2002 and 2001

(4) FIXED ASSETS:

Fixed assets are composed of the following at September 30, 2002 and 2001:

	2002	2001
Leasehold improvements	\$3,893,816	\$3,880,126
Furniture and equipment	3,253,765	3,134,293
	7,147,581	7,014,419
Less accumulated depreciation and amortization	(6,745,183)	(6,589,390)
Total	\$ 402,398	\$ 425,029

(5) TAXES:

The Corporation is liable for federal excise taxes of two percent of its net investment income, as defined, which includes realized capital gains, for the year. However, this tax is reduced to one percent if certain conditions are met. The Corporation met the requirements for the reduced tax in 2002 but not in 2001. Therefore, current taxes are estimated at one percent of net investment income, as defined, for 2002 and at two percent for 2001.

Deferred taxes represent two percent of unrealized appreciation (depreciation) of investments at September 30, 2002, as qualification for the one percent tax is not determinable until the fiscal year in which gains are realized. Because of unrealized losses incurred in 2002 and 2001, the Corporation has no deferred tax liability.

During 2002 and 2001, the Corporation had unrelated business income of \$348,600 and \$1,060,200, respectively, from certain investment partnership activities. Federal and state taxes of \$100,700 in 2002 and \$462,900 in 2001 on this income are calculated using applicable corporate tax rates and are included in the provision for taxes.

The Corporation paid estimated federal excise taxes of \$1,250,000 in 2002 and \$2,940,000 in 2001. The Corporation also paid estimated federal unrelated business income tax of \$255,000 in 2002 and \$150,000 in 2001.

Notes to Financial Statements

for the years ended September 30, 2002 and 2001

(6) BENEFIT PLANS:

The Corporation purchases annuities for qualifying employees under the terms of a noncontributory, defined contribution retirement plan with Teachers Insurance and Annuity Association and College Retirement Equities Fund. Retirement plan expense for the years ended September 30, 2002 and 2001, was \$947,000 and \$859,600, respectively.

In addition, the Corporation has a noncontributory defined benefit annuity plan to supplement the basic plan described above. This plan is also administered by Teachers Insurance and Annuity Association and College Retirement Equities Fund. Contributions to this plan are based on actuarial calculations. No contribution was required in 2002 or 2001. At December 31, 2001, the assets of the plan exceeded the actuarial present value of accumulated plan benefits by approximately \$1,273,000.

In addition, the Corporation provides certain medical benefits to its retirees. The cost of providing these benefits was \$127,100 in 2002 and \$98,800 in 2001, on a pay-as-you-go basis.

(7) LEASES:

The Corporation occupies office space at 437 Madison Avenue under a lease agreement expiring December 31, 2003 and has entered into a lease agreement with the landlord effective January 1, 2004 to continue renting this space through December 31, 2013.

The following is a schedule of the future minimum lease payments at September 30, 2002.

Fiscal year ending September 30	
2003	\$ 1,517,000
2004	1,604,000
2005	1,604,000
2006	1,604,000
2007	1,604,000
2008-2014	<u>10,517,000</u>
	<u>\$18,450,000</u>

Rental expense for 2002 and 2001, including escalations, was \$1,425,300 and \$1,422,600, respectively.

2003 Report on Program

GRANTS AND DISSEMINATION AWARDS

Education

International Development

International Peace and Security

Strengthening U.S. Democracy

Special Opportunities Fund

Carnegie Scholars

Dissemination

Building on the Corporation's Legacy in 2003

By Neil R. Grabois, vice president and director for strategic planning and program coordination

Since 1911, when Andrew Carnegie founded Carnegie Corporation of New York, our touchstones have been education, understanding and public policy. These concepts informed the work of the Corporation throughout the 20th century and continue to do so in the new millennium.

To increase and disseminate the storehouse of human knowledge in the aid of doing real and permanent good in this world is the mandate that Carnegie articulated, and it remains the paramount goal of the Corporation. In these perilous times, calling attention to important issues and leveraging foundation resources to effect change may be more crucial than ever before in the history of our nation and the world.

Challenges

A general course to support education in all its forms emerges from both our capacity and our legacy, yet the Corporation is obliged by financial considerations to make choices, a responsibility that requires a rigorous decision-making process, shaping program areas and grantmaking work. Goals may best be served when we examine not only obvious directions based on Corporation resources, culture and tradition but also

not-so-obvious paths, which have the potential to yield the greatest rewards. Especially in these times, it is important to take risks when it appears that particular approaches may yield substantial benefits.

Each program area seeks to identify areas consonant with the Corporation's mission that have the potential to make a significant difference. In doing so, it is often necessary to weigh several good alternatives and select among them, while also assessing whether the element of risk is in accord with potential gains. With that in mind, the *Schools for a New Society* initiative of the Education Division, for example, has made a five-year investment to help seven urban school districts rethink their large, comprehensive high schools designed around models that better served an industrial age rather than a knowledge-based economy. The long time frame and multiple levels of reform built into the effort pose risks as does the aim to change not one high school or several high schools but entire districts. Even if all seven models succeed, there is a risk associated with whether it is possible to create models that can be broadly disseminated across the nation—but the need to do so is urgent, and so we proceed. In the Strengthening U.S. Democracy program, the foundation has taken the risk of committing resources to the daunting endeavor of developing and promoting a new form of K-12 civic education because there is a strong need to involve youngsters in our democratic way of life. In the International Peace and Security Program, we are prepared to take risks when those risks might change the way a nation views itself. In that spirit, the Corporation's *Higher Education in the Former Soviet Union* (HEFSU) initiative is dedicated to helping create and support the next generation of intelligentsia in Russia

because we believe that ideas and scholarship will not only contribute to that nation's future but also contribute to making it a stable international partner. In Africa, which is the focus of the International Development

*Goals may best be served when
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directions based on Corporation
resources, culture and tradition
but also not-so-obvious paths
that have the potential to yield the
greatest rewards.*

Program, the Corporation is investing and partnering in places where there are financial risks and intellectual risks in order to focus on the improvement of universities and libraries as well as the education of women.

With our commitment to tackling these large challenges, in fiscal year 2002 the Corporation put in place a Council on Evaluation; the work of this Council has become further established in fiscal year 2003, ensuring a more rigorous and formal assessment process. In developing strategy papers, staff state long-term goals more explicitly and delineate short-term milestones, markers that help evaluate whether our investments are having a long-range impact. At periodic intervals, staff also address how already nuanced approaches can benefit from additional fine-tuning.

In addition to grantmaking in its established program areas, this year the Corporation made grants of \$4.5 million to the New York Public Library and the Queens and Brooklyn Public

Library systems and \$1 million to the District of Columbia College Access Program. These grants are in memory of the men, women and children who lost their lives in New York and at the Pentagon on September 11, 2001. Another grant outside the major program areas went to the Search for Common Ground to launch the Partners in Humanity initiative of Prince Hassan bin Talal of Jordan, aimed at promoting U.S.-Muslim dialogue and strengthening U.S.-Muslim relationships.

Education

The common thread that unites Corporation programs is education. "Andrew Carnegie's charge to his foundation was 'to promote the advancement and diffusion of knowledge and understanding,'" says Vartan Gregorian who has been president of the Corporation since 1997. "As we approach our 100-year anniversary, education remains the underpinning of all our work."

A significant focus of the Education Division is to strengthen K-12 teaching through development of model schools of education. During fiscal year 2003, the *Teachers for a New Era* (TNE) initiative awarded multi-million-dollar grants to seven schools of education to develop state-of-the-art programs, bringing the total to eleven participating institutions, each of which has agreed to provide matching funds. A major goal of the program is for the schools of education to be actively engaged with the liberal arts and sciences, so that teachers will be well prepared in the subjects they teach. Another design feature of TNE is the development of a clinical practice program encompassing a period of residency for new teacher graduates. The Annenberg and

Ford foundations are collaborating with Carnegie Corporation in this endeavor, as is the Rockefeller Foundation, which will fund a program evaluation. The foundation collaborators expect to spend \$65 million on this effort.

Two other initiatives are *Schools for a New Society*, which, as noted earlier, is a large-scale program focused on district-wide urban school reform, and *New Century High Schools*, a similar effort. Both projects are also supported by the Bill & Melinda Gates Foundation. One additional aspect of the *Schools for a New Society* initiative is the development of school leaders, whose traditional roles have expanded. These leaders are now expected to set the pace and scope of the curricula, manage large budgets and attend to myriad details associated with the school's role in the community. Carnegie Corporation has awarded a nearly \$2.4 million grant to New Leaders, Inc., to create and implement a curriculum program to prepare high school principals for their more complex roles and will provide coaching, mentoring and other forms of support for the administrators.

With the aim of closing performance gaps in intermediate and adolescent literacy that begin in the fourth grade, the Education Division recently established a Carnegie Advisory Council on Reading to Learn as part of its initiative, *Advancing Literacy: Reading to Learn*. The Council will help the foundation analyze how to best use its resources to build the nation's capacity to teach and strengthen reading comprehension skills and produce widespread gains in intermediate and adolescent literacy. The main focus of the initiative is on improving students' ability to *read to learn*, meaning, to deeply comprehend texts rather than just decode words.

Strengthening U.S. Democracy

As the 2004 presidential election draws nearer, the notorious chad-yielding punch cards are a dramatic reminder of the need to improve voting mechanics. Another issue of great importance to our democratic way of life is the need to remove structural and attitudinal barriers to civic participation and to foster greater participation in our democracy by immigrants, new citizens, young people and others. Only about half of eligible voters participated in the 2000 presidential election; voter turnout among young people was especially low, with only about one-quarter of 18-to-20-year-olds voting. Declining voter turnout rates among new citizens, who have been central to carrying out our democratic traditions, is a particular concern.

To help reenergize the spirit of democracy and turn disenchanted voters and non-voters into engaged, active citizens, the Corporation supports public policy organizations working on issues related to the Help America Vote Act (HAVA). This act provides about \$3.5 billion to help modernize voting registration and voting in the United States, with the goal of modernizing voting mechanisms. In this fiscal year, the Corporation awarded grants to Demos, A Network for Ideas and Action, Ltd., and similar groups working on HAVA-related issues. Some of these organizations are also seeking to develop ways of strengthening the philanthropic and nonprofit sector, an area that has seen declining support since the events of September 11.

In 2002, the foundation convened meetings of 55 distinguished education experts to explore ways to increase the participation and interest of young people

in civic matters. The vision of a new, richer and more comprehensive approach to civic education that grew out of these conferences is described in a February 2003 report called *The Civic Mission of Schools*. The widely circulated report was prepared jointly with CIRCLE (The Center for Information and Research on Civic Learning and Engagement) at the University of Maryland.

This redesign of civic education calls for involving youngsters in our democracy by linking volunteering and other real-life experiences with a rich and varied form of civic education at the K-12 level in the public schools. The goal advocated by the report is to give all students the opportunity to receive the kind of civic education that will help them “acquire and learn to use the skills, knowledge and attitudes that will prepare them to be competent and responsible citizens throughout their lives.”

International Peace and Security

The events of the past year, including the war in Iraq and the ongoing threat of terrorism, vividly underscore the urgent need for the Corporation to seek opportunities to work toward international peace and security. A five-pronged focus centers our work on nuclear and biological weapons, technological and scientific advances, global engagement, U.S.-Russian cooperation and HEFSU. The September 11 terrorist attacks and the anthrax scare brought concern about weapons of mass destruction, including nuclear and biological weapons, into even sharper focus, and they will remain so for a long time. The Corporation continues its work aimed at ensuring that these concerns are high on the nation's agenda and

include efforts to involve members of the scientific community in ongoing discussions about the possession, production and use of these weapons.

Recent reports of a North Korean nuclear threat highlighted the need for Track II dialogue on nonproliferation issues. An example of a Corporation grant in this area is support given in fiscal year 2003 to the Social Science Research Council for its Project on Cooperative Security in Northeast Asia. This Council supports Track II discussions that focus on exploring approaches in an open, informal way without the pressure of outside attention or formalized expectations.

Another large initiative is the HEFSU program, which was established after the dissolution of the Soviet Union in the early 1990s. Through this subprogram, the Corporation has sought to support higher education in Russia and other post-Soviet states. As part of the effort to promote U.S.-Russian cooperation, in 1999 the foundation established the Centers for Advanced Study and Education (CASEs) to strengthen universities, provide opportunities for scholarship and advance educational reform. Eight CASEs have been established in Russia; support for these centers also comes from the Russian Ministry of Education, the John D. and Catherine T. MacArthur Foundation, and the Open Society Institute.

In fiscal year 2003 the Corporation created four new university-based, CASE-like centers in Belarus and the South Caucasus. Modeled after the Russian CASEs and tailored to the regions served, these new centers provide for research, training and publication of information that can contribute to the development of democracy in former Soviet states. The Belarus center is based at the

European Humanities University and serves Belarus, Ukraine and Moldova. These new centers, as well as the CASEs, are expected to not only strengthen universities in the region but also generate scholarship on contemporary problems facing post-Soviet societies.

International Development

The Corporation has been active in helping develop African capacity for education since the 1920s. Over the years, the program has undergone a number of changes and was interrupted for over a decade beginning in 1961 with the institutionalization of apartheid. In 1999, the International Development Program was created to recognize the crucial role of universities in the educational, social, economic and democratic development of African nations and to support university-wide redesign projects. According to Corporation by-laws, only countries that were members of the British Commonwealth in 1948 are eligible for grants.

Under its Strengthening African Universities subprogram, which has focused on Uganda, Tanzania, Ghana and South Africa, the Corporation has also begun investing in Nigerian universities. After a period of research that identified the best programs for support, in 2003 the Corporation awarded \$4 million to two leading Nigerian institutions, the University of Jos and Obafemi Awolowo University. The grants support the universities, their libraries and information systems and aim to develop excellent institutions of higher learning that can serve as models to other schools in Nigeria and elsewhere in Africa. In 2000, the Ford, John D. and Catherine T. Macarthur and Rockefeller foundations joined with Carnegie Corporation in a

collaborative effort termed the Partnership to Strengthen African Universities, which has jointly pledged \$100 million to the initiative over five years.

African girls attend schools for fewer years than their male counterparts and face disadvantages throughout the school years. As would be expected under these circumstances, women are also underrepresented in most African universities, both as students and staff. The Enhancing Women's Opportunities in Higher Education subprogram supports ways to remedy this situation, with emphasis on enhancing knowledge and understanding about improving women's access to education at all levels.

A third subprogram, Revitalizing Selected African Libraries, works to help build national and public libraries in Kenya, Botswana, and South Africa into flagship institutions with excellent facilities, well-trained personnel and high-quality book collections. It is expected that these institutions will serve as models for other libraries across Africa and that the library users will benefit from the enhanced access to knowledge and information and use this experience to further advance community and social development. This aim reinforces the contributions made by Andrew Carnegie, who was an advocate for the establishment and support of public libraries, including four libraries in South Africa.

Carnegie Scholars Program

Launched in 1999, the Carnegie Scholars Program awards two-year fellowships for a maximum of \$100,000 to individual scholars recommended by a nationwide panel of diverse nominators and selected on the basis of their presentations of unique and thought-provok-

ing concepts consonant with Corporation priorities. As the program matures, staff have begun to explore how best to help scholars disseminate their findings to the public and policymakers, including a public lecture series, and how to improve opportunities to provide links for scholars with other program areas.

In 2003, over 550 nominators named 105 candidates; they are the most competitive group of high-quality candidates yet nominated and represent a broader range of schools than in earlier years. Several of the most competitive projects centered on an array of topics related to Islam in the United States and elsewhere, addressing a need for bridge building between the U.S. and the Muslim world.

Over the span of the program, the Corporation has awarded fellowships to 52 extraordinary scholars with fresh and interesting ideas who provide cutting-edge insight into issues. The foundation is currently assessing whether to continue funding scholars whose interests are distributed among an array of Corporation areas of interest or to fund a more focused group that would concentrate on perhaps one or two areas and thus open new avenues for scholars to enhance each other's work.

Four scholars have completed book-length manuscripts and a number have published articles or op-ed pieces. Laura Donohue's work on counter-terrorism, which was in progress before September 11, 2001, is an apt example of how a scholar's research can anticipate the need for insight.

Education

Advancing Literacy: Reading to Learn

ALLIANCE FOR EXCELLENT EDUCATION,
Washington, DC

PROJECT ON PROMOTING POLICY FOR INTERMEDIATE
AND ADOLESCENT LITERACY. TWO YEARS, \$400,000.

Nearly 8.7 million children in grades four through twelve read at “below basic” levels. Funding for literacy has largely focused on early childhood education, but evidence indicates that 75 percent of children who struggle with reading in the fourth grade continue to struggle in the ninth grade. In September 2002, the Alliance for Excellent Education released a report, *Every Child a Graduate: A Framework for an Excellent Education for All Middle and High School Students*, that makes several policy recommendations to strengthen adolescent literacy. To alert constituencies to these and other proposals, including those emerging from academic centers and other organizations, the Alliance is undertaking an outreach project. Members of the project are commissioning and distributing reports; establishing a literacy advisory panel; collaborating with public policy organizations and research institutions; and hosting briefings on Capitol Hill for members of Congress and Congressional staff.

Susan Frost, Executive Director. www.all4ed.org

CARNEGIE CORPORATION OF NEW YORK,
New York, NY

RESEARCH AND ANALYTIC SUPPORT FOR THE
CARNEGIE ADVISORY COUNCIL ON READING
TO LEARN. THREE MONTHS, \$100,000.

The Carnegie Advisory Council on Reading to Learn, which comprises scholars and practitioners in the field of literacy, is being formed to characterize the state of adolescent literacy in the United States, identify key barriers to improving adolescent literacy and promote “best practice” strategies in the classroom. To assist the

Corporation in building the council, a series of activities are being undertaken, including a survey to identify promising adolescent literacy programs and successful leaders in the field, a study group to define the challenges of the field and develop introductory materials for the council, and a report based on the study group that will lay the foundation for the council’s work. The RAND Corporation is providing research and analysis support.

Andrés Henríquez, Program Officer. www.carnegie.org

CAST RESOURCES, INC., *Wakefield, MA*

TEACHING READING COMPREHENSION STRATEGIES
ON THE WORLD WIDE WEB. TWO YEARS, \$504,300.

The World Wide Web—and reading comprehension of text on the web—has become central to advanced schooling and employment in our knowledge-based economy. Drawing on a body of research in teaching children reading comprehension strategy instruction, the Center for Applied Special Technology (CAST) has developed a tool that allows teachers to combine successful instructional reading techniques with versatile technologies. The tool embeds strategy supports for students aimed at helping them to comprehend reading material accessed via a computer. CAST is preparing for an initial launch in Massachusetts and California, piloting a model of the tool—which will be offered free of charge to any user with a computer, an Internet connection and a web browser—and developing a plan for national dissemination.

David H. Rose, Co-Executive Director. www.cast.org

CENTER FOR APPLIED LINGUISTICS,
Washington, DC

ACADEMIC LITERACY THROUGH SHELTERED INSTRUCTION FOR SECONDARY ENGLISH-LANGUAGE LEARNERS.
THIRTY MONTHS, \$526,700.

Throughout the nation, students from non-English-speaking backgrounds are the fastest growing segment of the student population. In addition to mastering

vocabulary and grammar, English-language learners must comprehend content in core classes taught in English and acquire academic language related to each topic. To help English-language learners succeed academically, the Center for Applied Linguistics has developed a program that uses “sheltered instruction” (instruction in English modified to meet a student’s level of English proficiency). The program, called Sheltered Instruction for Observation Protocol (SIOP), is being implemented in four schools in Houston to determine its effect on the academic performance of middle and high school English-language learners under the instruction of SIOP-trained teachers.

Deborah Short, Director, Language Education and Academic Development Division. www.cal.org

NATIONAL URBAN LEAGUE, INC., *New York, NY*

A STRATEGIC PLAN FOR COMMUNITY ENGAGEMENT IN ADOLESCENT LITERACY. ONE YEAR, \$150,000.

Despite recent gains registered by the National Assessment of Educational Progress—the only nationally representative, continuing assessment of what America’s students know and can do in various subject areas—African Americans and Latinos are disproportionately represented among the lowermost achievers in reading. The National Urban League is developing a strategic plan to foster community support for the academic success of young people, with a focus on adolescent literacy. Site visits, community profiles and a final synthesis will be conducted for the project, which builds on the League’s K-3 literacy program for parents, teachers and caregivers.

Velma Cobb, Vice President, Education and Youth Development Policy, Research, and Advocacy. www.nul.org

NATIONAL WRITING PROJECT, *Berkeley, CA*

DEVELOPMENT OF ITS READING INITIATIVE.
THREE YEARS, \$608,300.

The National Writing Project, established in 1974 at the University of California, Berkeley, aims to improve writing instruction and student learning in grades K-16. The project, which comprises a national network of 175 sites based in universities and colleges in fifty states, Washington, D.C., Puerto Rico and the U.S.

Virgin Islands, is developing an initiative to address reading comprehension in grades 4 through 12. The reading initiative is bringing together site teams and expert advisors from the fields of reading comprehension, adolescent literacy and teacher preparation to develop adolescent literacy resource materials. In addition, professional development materials are being designed and launched in eight sites during the initiative’s first year; eight more will be added as successful models are put into practice. Literacy resource materials are to be adopted in all 175 sites and a report on findings for use by teachers and school leaders is to be published.

Richard Sterling, Executive Director. www.writingproject.org

Higher Education

ACADEMY FOR EDUCATIONAL DEVELOPMENT, INC., *Washington, DC*

TEACHERS FOR A NEW ERA: A CORPORATION INITIATIVE TO REFORM AND IMPROVE THE EDUCATION OF TEACHERS. THREE YEARS, \$6,500,000.

Carnegie Corporation is undertaking an ambitious reform initiative, Teachers for a New Era, to stimulate construction of excellent teacher education programs at selected colleges and universities. The initiative is organized by three design principles: teacher education programs should be guided by a respect for evidence; faculty in the disciplines of the arts and sciences must be fully engaged in the education of prospective teachers; and education should be understood as an academically taught clinical practice profession. In this second round of awards under the initiative, the thorough review process resulted in a limited number of institutions selected for awards. Two institutions will receive funds through this allocation. Another allocation enabling two additional awards will be brought forward next fiscal year and other awards may be possible through funds provided by other foundations. The Academy for Educational Development serves as fiscal agent for grants to the funded institutions.

Stephen F. Moseley, President and Chief Executive Officer. www.aed.org

UNIVERSITY OF CALIFORNIA, SANTA CRUZ,
Santa Cruz, CA

A NATIONAL TEACHER INDUCTION INITIATIVE.
THREE YEARS, \$750,400.

The New Teacher Center at the University of California, Santa Cruz, has worked with over fifty school districts in California to design and implement programs that provide support to teachers during their first two years in the classroom. With this grant, the center is implementing a model program that offers intensive mentoring and ongoing assessment for new teachers—what has come to be known as induction—in four districts nationwide. At two of the sites under consideration, projects supported by the Corporation's Teachers for a New Era initiative—a national initiative to improve the quality of teaching—are underway. The goal is to build an induction model that aligns university pre-service programs and district practices.

Ellen Moir, Executive Director, New Teacher Center.

CARNEGIE CORPORATION OF NEW YORK,
New York, NY

TECHNICAL ASSISTANCE ASSOCIATED WITH
THE *TEACHERS FOR A NEW ERA* INITIATIVE.
ONE YEAR, \$900,000.

Over the years, key grants made by the Corporation to improve teaching and learning have included funds to support the establishment of the National Board for Professional Teaching Standards, development of the National Network for Educational Renewal and the modernization of accreditation principles for the National Council for the Accreditation of Teacher Education. The Corporation's Teachers for a New Era initiative aims to stimulate construction of excellent teacher education programs at selected colleges and universities. The initiative is organized by three design principles: a teacher education program should be guided by a respect for evidence; faculty in the disciplines of the arts and sciences should be fully engaged in the education of prospective teachers, especially in the area of subject matter understanding; and education should be understood as a clinical practice profession. This grant supports ongoing technical assistance to grantees associated with the initiative.

Daniel Fallon, Chair, Education Division.
www.carnegie.org

UNIVERSITY OF COLORADO FOUNDATION, INC.,
Boulder, CO

FINAL GRANT TOWARD ENHANCING LIBERAL ARTS
EDUCATION ACROSS DIVERSE INSTITUTIONS.
TWENTY-TWO MONTHS, \$350,000.

College and university faculty increasingly use new technologies in the classroom, but the degree to which institutions are able to offer technical support and training in this area varies widely. Of particular interest are core liberal arts courses, which traditionally have relied heavily on group discussion and, therefore, may face greater challenges to integrating new media. Under this grant, Dillard University and the University of Colorado at Boulder—a campus that maintains successful faculty development programs in technology—are undertaking a project to improve and expand web-based teaching modules for liberal arts courses taught at both institutions. Joint faculty teams are also developing course modules that emphasize instructional approaches appropriate to a diverse student body.

Robert B. Schnabel, Associate Vice Chancellor for Academic and Campus Technology.

COUNCIL FOR AID TO EDUCATION, New York, NY

LONGITUDINAL STUDY OF AN ASSESSMENT SYSTEM
TO MEASURE THE "VALUE ADDED" OF A LIBERAL ARTS
EDUCATION. ONE YEAR, \$400,000.

In 2000, the Council for Aid to Education, a subsidiary of the RAND Corporation, began an effort to assess the quality of undergraduate education in the United States. An eighteen-month feasibility study, conducted to initiate the development of an assessment system that measures the value added of a liberal arts education—the competencies, knowledge and values gained by an individual attending a particular institution—has now successfully concluded. Members of the project are now identifying undergraduate students in multiple types of institutions to measure actual student learning, and to create a model and incentive for continuous improvement of higher education. In all,

ten measures will be developed to assess applied critical thinking, analytic reasoning and communication skills in the social sciences, natural sciences and arts and humanities.

Roger Benjamin, President. www.cae.org

EDUCATION COMMISSION OF THE STATES,
Denver, CO

DEVELOPING A STRATEGIC PLAN TO ENSURE STATE SUPPORT FOR TEACHING QUALITY. EIGHTEEN MONTHS, \$150,000.

The Education Commission of the States (ECS) was created in 1965 to improve public education by facilitating the exchange of information, ideas and experiences among state policymakers and education leaders. As a nonprofit, nonpartisan organization involving key leaders from all levels of the education system, ECS creates opportunities to build partnerships and bring about changes in state education policies and regulations. Within its teaching-quality division, ECS is developing a strategic plan to promote effective state policies that ensure both quality teachers and systems that support teacher quality. Specific attention will be paid to the need for comparable indicators of teacher and teaching quality to assess the effectiveness of state policy investments.

Ted Sanders, President. www.ecs.org

NATIONAL COMMISSION ON TEACHING AND AMERICA'S FUTURE, *Washington, DC*

NATIONAL SUMMIT ON HIGH-QUALITY TEACHER PREPARATION, TECHNICAL ASSISTANCE TO INSTITUTIONS, AND FOLLOW-UP ACTIVITIES IN PARTNER STATES. TWO YEARS, \$806,600.

In 1996, with joint support from the Rockefeller Foundation and Carnegie Corporation, the National Commission on Teaching and America's Future issued a blueprint for reform of teacher education. Recently established as an independent organization, the Commission released a progress report in 2003 of extensive research indicating that a major problem in education is high teacher turnover, which is driven by a number of factors, including poor teacher

preparation, lack of mentored induction and poor working conditions. To advance the teacher-quality agenda, the Commission is sponsoring a national summit on each of these topics, providing ongoing technical assistance to selected institutions and supporting follow-up activities in partner states. The Corporation is providing support for the summit on teacher preparation and related activities, all of which are closely aligned with the design principles of the Corporation's Teachers for a New Era initiative.

Thomas G. Carroll, Executive Director. www.nctaf.org

TEACHING QUALITY FOUNDATION, INC.,
Chapel Hill, NC

ESTABLISHMENT OF CROSS-STATE DATA COLLECTION SYSTEMS BY THE SOUTHEAST CENTER FOR TEACHING QUALITY. THIRTY MONTHS, \$839,000.

Mounting evidence that teacher effectiveness is the single most powerful determinant of student achievement and the 2001 reauthorization of the Elementary and Secondary Education Act—with its mandate that every teacher in every public school classroom in America be “highly qualified” by 2006—have underscored the importance of defining teacher quality and developing reporting procedures that measure state progress in reforming efforts to recruit, prepare and support effective teachers. Through its Teacher Quality Indicators Project, the Southeast Center for Teaching Quality has built consensus in nine southeastern states on how to define and collect an initial set of data indicators on teacher quality. With Corporation support, the Center is extending its work on teacher quality indicators; conducting a pilot survey of teacher working conditions; and working with key national, state and local organizations to build public demand for improved teacher and teaching quality information.

Barnett Berry, President. www.teachingquality.org

WOODROW WILSON NATIONAL FELLOWSHIP
FOUNDATION, *Princeton, NJ*

LIBERAL ARTS INITIATIVES. FIFTEEN MONTHS, \$250,000.

The Woodrow Wilson National Fellowship Foundation was established in 1958. Today its three areas of concern are re-centering education on learning in the arts and sciences, providing access and opportunity, and developing partnerships for learning. Its programs include fellowships for graduate study, professional development for teachers, educational opportunities for women and minorities, relating the academy to society and national service. This grant, which completes a \$1 million fundraising effort in response to a 1:1 challenge grant from the Andrew W. Mellon Foundation, supports the expansion of the foundation's nationally recognized programs.

Robert Weisbuch, President. www.woodrow.org

Urban School Reform

ASPEN INSTITUTE, INC., *Washington, DC*

STRENGTHENING PATHWAYS FOR ALL STUDENTS FROM
HIGH SCHOOL TO POSTSECONDARY EDUCATION.
TWO YEARS, \$509,700.

By establishing a knowledge base and increasing the capacity of policymakers and practitioners, the Aspen Institute's Program on Education helped to build a broad recognition that college preparation is the central goal of a high school education, and that high schools need to be reinvented with this goal in mind. Unfortunately, the pathway between high school and post-secondary education is marked by gaps and barriers that often yield frustration and failure for both students and educators. The Aspen Institute's Program on Education is continuing its efforts to lead a national dialogue in the arena of urban high school reform by focusing on the transition between high school and post-secondary education. The program will commission papers, convene workshops and disseminate findings.

Nancy Pelz-Paget, Director, Program on Education in a Changing Society. www.aspeninstitute.org

ASPEN INSTITUTE, INC., *Washington, DC*

CONGRESSIONAL PROGRAM ON EDUCATION.
ONE YEAR, \$495,000.

The Aspen Institute's Congressional Program on Education brings members of Congress together with leading scholars and practitioners for seminars and an annual retreat to examine central education issues and develop effective policy responses. The February 2003 retreat is enabling participants to address the interplay of standards, accountability, resources and policy, with a focus on how to meet the goals of the No Child Left Behind (NCLB) Act of 2001. Topics are to include matching accountability with leadership and teaching capacity in elementary schools; leadership, teaching, school design and student engagement in middle and secondary schools; and higher education's challenge to provide access to quality teaching to all students.

*Dick Clark, Director, Congressional Program.
www.aspeninstitute.org*

BARUCH COLLEGE FUND, *New York, NY*

LEADERSHIP DEVELOPMENT PROGRAM FOR SMALL HIGH
SCHOOLS. ONE YEAR, \$460,000.

In New York City and across the nation in sites that are participating in the Corporation's Schools for a New Society initiative, numerous large comprehensive high schools are rapidly being converted into small autonomous schools and small learning communities. To foster well-prepared principals to lead these new schools and ensure their success in improving student achievement, the Baruch College School of Public Affairs (SPA) and New Visions for Public Schools are working jointly to develop and field test a national leadership preparation model designed to prepare principals for small urban high schools. The new SPA program, leading to administrative certification, includes course work co-taught by faculty and seasoned practitioners, assignment to a mentor principal and residency support through the first year of working in a leadership position.

Stan Altman, Dean, School of Public Affairs.

BROWN UNIVERSITY, *Providence, RI*

THE ANNENBERG INSTITUTE FOR SCHOOL REFORM'S
SCHOOL COMMUNITIES THAT WORK TASK FORCE.

TWO YEARS, \$900,000.

With Corporation support, Brown University's Annenberg Institute for School Reform (AISR) established the *School Communities that Work* task force to develop strategies and tools for reforming urban school districts. The high-profile task force played a national leadership role in creating demand for full-scale urban school improvement and significant reforms at the district level. In addition to assembling experts from the public education, academic, governmental, nonprofit and private sectors, the task force organized three working groups, drawing in additional experts to develop frameworks and tools to help urban school districts overhaul their core functions. The task force produced a portfolio of tools to help districts and, with this grant, is providing direct on-site assistance to selected districts and communities undergoing reform. The task force will continue to develop tools for district redesign and conduct advocacy to broaden public support for district reform.

Warren Simmons, Executive Director, Annenberg Institute for School Reform.

CARNEGIE CORPORATION OF NEW YORK,
New York, NY

TECHNICAL ASSISTANCE AND EVALUATION SERVICES
FOR THE *SCHOOLS FOR A NEW SOCIETY* INITIATIVE.

ONE YEAR, \$850,000.

The Corporation's Schools for a New Society initiative, which aims to foster comprehensive, systemwide school reform, is supporting seven cities that are implementing five-year action plans designed to transform high schools into effective communities of high-quality teaching and learning. The Corporation has been working with the Academy for Educational Development, the Annenberg Institute for School Reform and New York University's Institute for Education and Social Policy to provide technical assistance to the sites, including regular site visits and the establishment of a national learning network.

In addition, funds are being used to support a national cross-site evaluation to track changes across districts and generate knowledge about high school reform in a variety of settings.

Constancia Warren, Senior Program Officer and Director of Urban High School Initiatives. www.carnegie.org

INSTITUTE FOR EDUCATIONAL LEADERSHIP, INC.,
Washington, DC

SUPPORT FOR FOSTERING THE DEVELOPMENT OF
THE NATIONAL ALLIANCE ON THE AMERICAN HIGH
SCHOOL. TWO YEARS, \$100,000.

The National Alliance on the American High School (the High School Alliance), initiated in 1999 and coordinated by the Institute for Educational Leadership, seeks to strengthen research, practice and policy by bringing together a wide array of organizations and initiatives actively working on improving high schools. Through site visits, national and regional conferences and distribution of electronic materials, the High School Alliance is building opportunities for shared learning about the essential elements of effective high school reform strategies. Its work informs research, practice and policy at the federal, state and local level on ways to improve academic and developmental outcomes for youth. The professional community developed through these activities strengthens the work of the member organizations and provides opportunities for collective action on shared concerns.

Elizabeth Hale, President. www.iel.org

NATIONAL ASSOCIATION FOR BILINGUAL
EDUCATION, *Washington, DC*

A PROJECT TO INTEGRATE THE NEEDS OF HIGH
SCHOOL ENGLISH-LANGUAGE LEARNERS INTO
DISTRICT EFFORTS TO REFORM HIGH SCHOOLS.
EIGHTEEN MONTHS, \$400,000.

While students from non-English-speaking backgrounds are the fastest growing segment of the student population, their dropout rates are the highest of all groups. Districts face three challenges in helping to foster the academic success of students

who are English-language learners (ELLs): ensuring that all ELLs acquire high levels of English fluency; ensuring that all teachers have the training to help ELLs succeed in all their academic work; and engaging support for ELL students among central administration and leadership, school building administrators and classroom teachers. The National Association for Bilingual Education is addressing these challenges by piloting a technical assistance program for several of the sites participating in the Corporation's Schools for a New Society initiative. The organization will disseminate materials generated for and lessons learned by the project.

Delia Pompa, Executive Director.

NEW LEADERS, INC., *New York, NY*

CURRICULUM DEVELOPMENT FOR HIGH SCHOOL LEADERSHIP PREPARATION. ONE YEAR, \$239,400.

New Leaders is a national, nonprofit organization that aims to foster a high level of academic achievement for all children by recruiting, preparing and supporting the next generation of outstanding school leaders for urban public schools. To prepare principals for leadership roles in redesigning new, small, urban public high schools, New Leaders is creating and implementing a comprehensive training program. The project includes development of a new curriculum for high school principal preparation, a residency program for twenty New Leaders fellows in urban public high schools and ongoing support and professional development, including coaching and mentoring. Final recommendations for developing effective high school principal preparation programs will be shared at conferences and through the dissemination of curriculum and reports.

Jonathan Schnur, Chief Executive Officer. www.nlms.org

NEW YORK COMMUNITY TRUST, *New York, NY*

SUPPORT OF THE DONORS' EDUCATION COLLABORATIVE, A GROUP OF NEW YORK CITY-BASED FUNDERS INTERESTED IN SCHOOL REFORM. TWO YEARS, \$150,000.

The Donors' Education Collaborative, formed in 1995 to address the failure of New York City's public schools

to educate large numbers of young people, is supporting a second round of collaborative projects to advocate for good public schools in New York City. Comprising a group of New York City-based public education funders that work together on school reform in New York City, the collaborative helps to set the pattern for school financing, governance and accountability policies that impact New York City school children. This grant enables the Corporation to participate in the collaborative—sharing priorities and building a network of continuing local support to sustain school reform in New York City. The New York Community Trust serves as the fiscal agent for the collaborative.

Norma Rollins, Administrative Consultant, Donors' Education Collaborative. www.nycommunitytrust.org

NORTHWESTERN UNIVERSITY, *Evanston, IL*

PLANNING GRANT FOR A MULTIDISCIPLINARY EDUCATIONAL LEADERSHIP DEVELOPMENT PROGRAM. ONE YEAR, \$273,800.

Recent urban school reform research has identified distributed leadership—in which principals understand and respond to their staff as experts in their own right—as a hallmark of successful schools. Northwestern University is bringing together faculty and researchers from its schools of Education and Social Policy, Management and Engineering and its Program on Cognitive Science, along with practitioners from Chicago's public schools, to develop a K-12 national model for urban school leadership. The innovative program will begin planning in one or two neighborhoods, working with multidisciplinary leadership teams and a linked set of schools at the elementary, middle and high school level. The goal is to develop a critical analysis of existing leadership development programs; an inventory and analysis of materials for leadership development; initial print and video case studies for use in implementing the leadership development program; and a research plan to accompany implementation, both to field test and evaluate the leadership development program.

Penelope L. Peterson, Dean, School of Education and Social Policy.

Discretionary Grants

AMERICAN EDUCATIONAL RESEARCH ASSOCIATION,
Washington, DC

ONE-YEAR GRANT OF \$17,400 FOR A PROJECT TO
CONVENE EDUCATION EXPERTS TO SYNTHESIZE AND
DISSEMINATE EXISTING EMPIRICAL RESEARCH ON
TEACHER PREPARATION

ASSOCIATION OF AMERICAN COLLEGES AND
UNIVERSITIES, *Washington, DC*

ONE-YEAR GRANT OF \$50,000 FOR A CAMPAIGN TO
ENGAGE THE PUBLIC IN DISCUSSION OF THE GOALS AND
PRACTICES OF LIBERAL EDUCATION

RESEARCH FOUNDATION OF THE CITY UNIVERSITY
OF NEW YORK, *Brooklyn, NY*

ONE-YEAR GRANT OF \$50,000 FOR A POLICY SYMPO-
SIUM TITLED 'CHILDREN AND THE LAW IN NEW YORK'

FEDERATION OF AMERICAN SCIENTISTS FUND,
Washington, DC

ONE-YEAR GRANT OF \$25,000 TOWARD A PUBLIC-
PRIVATE CONSORTIUM TO ADVANCE RESEARCH
AND DEVELOPMENT IN LEARNING SCIENCE AND
TECHNOLOGY AT THE POST-SECONDARY LEVEL

JOY2LEARN FOUNDATION, *Palos Verdes Estates, CA*

ONE-YEAR GRANT OF \$15,000 TOWARD AN
IMPLEMENTATION STUDY OF AN INTERDISCIPLINARY,
TECHNOLOGY-BASED ARTS CURRICULUM

MATHEMATICA POLICY RESEARCH, INC.,
Princeton, NJ

TWO-YEAR GRANT OF \$34,900 TOWARD ADDITIONAL
SUPPORT FOR THE EVALUATION OF AN ALTERNATIVE
TEACHER CERTIFICATION PROGRAM

NATIONAL COUNCIL OF LA RAZA, *Washington, DC*

NINE-MONTH GRANT OF \$30,000 FOR RESEARCH AND
DISSEMINATION ON EARLY LITERACY AND LANGUAGE
DEVELOPMENT IN LATINO CHILDREN

WASHINGTON COLLEGE, *Chestertown, MD*

TWO-YEAR GRANT OF \$50,000 FOR SUPPORT OF 'EARTH
TECH: USING TECHNOLOGY TO TEACH EARTH AND
ENVIRONMENT SCIENCE'

WGBH EDUCATIONAL FOUNDATION, *Boston, MA*

SIXTEEN-MONTH GRANT OF \$50,000 FOR AN EVALUA-
TION OF THE EDUCATIONAL EFFICACY OF THE WEBSITE
ACCOMPANYING THE PBS BROADCAST 'COMMANDING
HEIGHTS: THE BATTLE FOR THE WORLD ECONOMY'

Strengthening African Universities

BOSTON COLLEGE, *Chestnut Hill, MA*

ESTABLISHMENT OF THE *JOURNAL OF HIGHER EDUCATION IN AFRICA*. THREE YEARS, \$138,600.

In a joint initiative, Boston College and the Council for the Development of Social Science Research in Africa are creating a journal focusing on higher education in Africa. The aim of the project is to build and sustain a community of researchers and policymakers interested in the field, facilitate access to and dissemination of knowledge and strengthen the ability of higher education to inform larger national and regional developments associated with democratization and socioeconomic development. The journal, to be called the *Journal of Higher Education in Africa* (JHEA), will be published three times a year for the next three years; editorial and advisory committees will be established and a business plan developed to ensure the journal's long-term sustainability. The grant is part of the Foundation Partnership to Strengthen African Universities, a collaboration of the Corporation and the Rockefeller, Ford and John D. and Catherine T. MacArthur foundations that supports projects at African universities and academic associations designed to strengthen the quality and availability of higher education.

Damtew Teferra, Editor-in-Chief, Journal of Higher Education in Africa.

CARNEGIE CORPORATION OF NEW YORK,
New York, NY

TECHNICAL ASSISTANCE AND ASSESSMENT SERVICES FOR AFRICAN UNIVERSITIES. ONE YEAR, \$531,000.

In April 2000, the Corporation and three other foundations—Ford, MacArthur and Rockefeller—launched the Foundation Partnership to Strengthen African Universities, an initiative to generate and share

knowledge about African higher education; identify and direct support to a few universities with strong leadership and innovative reforms; and advocate on behalf of African universities among other funders. Once selected for a Corporation-supported grant, universities set their own priorities in accordance with their institutional and development needs. To help ensure the sustainability of reform efforts, the Corporation is supporting a range of technical assistance projects, including workshops to increase fundraising and project administration skills, and peer assessment activities, which are aimed at evaluating current projects and promoting networking across institutions.

Narciso Matos, Chair, International Development Program.

CENTRE FOR HIGHER EDUCATION
TRANSFORMATION TRUST, *Pretoria,
South Africa*

NATIONAL AND REGIONAL POLICY/CHANGE DIALOGUES FOR HIGHER EDUCATION EXPERTS AND POLICYMAKERS IN SOUTH AFRICA. TWO YEARS, \$106,900.

The Centre for Higher Education Transformation, an active member of the higher education community in South Africa, is facilitating and managing a series of policy dialogues on themes central to national development. Seven discussions for high-level policymakers and seven seminars for 250 higher education constituents are being held; in addition, twenty publications on issues such as leadership and the phenomenon known as the "brain drain" are to be disseminated to 800 members of the higher education community and published on the center's web site and on CD-ROM. The goal is to enhance communication and cooperation between representatives of government, civil society and universities and to foster a more informed higher education community. Ford Foundation, which contributed initial support to establish the center, is providing joint funding.

Nico Cloete, Director. www.chet.org.za

UNIVERSITY OF JOS, *Jos, Nigeria*

INSTITUTIONAL STRENGTHENING AND GENDER EQUITY PROJECTS. THREE YEARS, \$2,000,000.

The University of Jos is one of two Nigerian universities selected to be part of the Corporation's initiative to strengthen African universities. The university's strategic development plan and a participatory selection process were used to identify five priorities for the university, including a wide-ranging information and communications technology effort to strengthen infrastructure, administration, research and teaching; institutional analysis and policy development and coordination of a scholarship program for female undergraduates to expand opportunities for women; partnerships with students to increase student access to reliable sources of water and to computers and a human resources initiative to build both academic and administrative staff skills; and the establishment of a development office as part of an effort to diversify the university's sources of income.

*L.S.O. Liverpool, Professor, Department of Mathematics.
www.widernet.org.josproject*

OBAFEMI AWOLOWO UNIVERSITY, *Ile-Ife, Nigeria*

INSTITUTIONAL STRENGTHENING AND GENDER EQUITY PROJECTS. THREE YEARS, \$2,000,000.

Obafemi Awolowo University is one of two Nigerian universities selected to be part of the Corporation's initiative on strengthening African universities. Having identified institutional priorities through a strategic planning process, the university is carrying out eight projects to improve capacity for teaching, research and service. Information and communications technologies are to be enhanced. The library will create an online catalogue of its resources and digitize rare holdings. The Faculty of Technology will set up a computer engineering laboratory to expand professional training opportunities. Science research capacity will be increased through improvements to the central science laboratory. A therapeutic drug monitoring service and a community oral health project will provide much needed services to the local community and country. The Centre for Gender and Social Policy will lead

the university's gender equity initiative. Finally, the linkages office will strengthen its ability to mobilize resources and reach out to universities worldwide.

Roger O.A. Mekanjuola, Vice-Chancellor.

Discretionary Grants

AHMADU BELLO UNIVERSITY, *Zaria, Nigeria*

SIX-MONTH GRANT OF \$50,000 TOWARD PLANNING INSTITUTIONAL DEVELOPMENT PROJECTS

ASSOCIATION OF AFRICAN UNIVERSITIES, *Accra-North, Ghana*

ONE-YEAR GRANT OF \$25,000 TOWARD A CONFERENCE OF RECTORS, VICE-CHANCELLORS, AND PRESIDENTS OF AFRICAN UNIVERSITIES

ASSOCIATION OF COMMONWEALTH UNIVERSITIES, *London, United Kingdom*

FIVE-MONTH GRANT OF \$25,000 TOWARD PARTICIPATION BY AFRICAN UNIVERSITY EXECUTIVES IN THE ASSOCIATION'S GENERAL CONFERENCE

UNIVERSITY OF DAR ES SALAAM, *Dar es Salaam, Tanzania*

SIX-MONTH GRANT OF \$15,900 TOWARD AN INVESTIGATION FOR IMPROVED UNIVERSITIES' ACCESS TO BANDWIDTH

UNIVERSITY FOR DEVELOPMENT STUDIES, *Tamale, Ghana*

NINE-MONTH GRANT OF \$50,000 FOR STRATEGIC PLANNING FOR THE UNIVERSITY FOR DEVELOPMENT STUDIES

INSTITUTE FOR ADVANCED STUDY, *Princeton, NJ*

ONE-YEAR GRANT OF \$50,000 TO COMPLETE THE DESIGN STAGE OF THE MILLENNIUM SCIENCE INITIATIVE (MSI) FOR AFRICA

UNIVERSITY OF IOWA, *Iowa City, IA*

FIFTEEN-MONTH GRANT OF \$24,800 TOWARD PARTICIPATION OF REPRESENTATIVES FROM SELECTED NIGERIAN UNIVERSITIES IN A WORKSHOP ON INFORMATION TECHNOLOGY

UNIVERSITY OF JOS, *Jos, Nigeria*

EIGHT-MONTH GRANT OF \$50,000 TOWARD PLANNING INSTITUTIONAL DEVELOPMENT PROJECTS

THE LEADERSHIP FOUNDATION, *Washington, DC*

TWENTY-MONTH GRANT OF \$35,000 FOR SUPPORT OF AN AFRICAN HIGHER EDUCATION FELLOW

MAKERERE UNIVERSITY, *Kampala, Uganda*

ONE-YEAR GRANT OF \$10,000 FOR THE PURCHASE AND INSTALLATION OF BLACKBOARDS

NATIONAL COUNCIL FOR TERTIARY EDUCATION, *Accra, Ghana*

TWO-MONTH GRANT OF \$20,200 FOR GHANAIAN SCHOLARS AND ACADEMICS TO ATTEND THE 45TH ANNUAL MEETING OF THE AFRICAN STUDIES ASSOCIATION

NATIONAL COUNCIL FOR TERTIARY EDUCATION, *Accra, Ghana*

FOURTEEN-MONTH GRANT OF \$44,275 FOR STRATEGIC PLANNING FOR THE NATIONAL COUNCIL FOR TERTIARY EDUCATION

NATIONAL COUNCIL FOR TERTIARY EDUCATION, *Accra, Ghana*

TEN-MONTH GRANT OF \$24,800 FOR LEADERSHIP TRAINING FOR VICE CHANCELLORS, REGISTRARS AND UNIVERSITY PRINCIPALS

NEW YORK UNIVERSITY, *New York, NY*

ONE-YEAR GRANT OF \$17,900 TOWARD PUBLICATION OF MONOGRAPH SERIES AND WEBSITE, IN PARTNERSHIP WITH FORD FOUNDATION, MACARTHUR FOUNDATION AND ROCKEFELLER FOUNDATION

NEW YORK UNIVERSITY, *New York, NY*

ONE-YEAR GRANT OF \$50,000 TOWARD PUBLICATION OF MONOGRAPH SERIES AND WEBSITE, IN PARTNERSHIP WITH FORD FOUNDATION, MACARTHUR FOUNDATION AND ROCKEFELLER FOUNDATION

OBAFEMI AWOLOWO UNIVERSITY, *Ile-Ife, Nigeria*

ELEVEN-MONTH GRANT OF \$49,800 FOR PLANNING INSTITUTIONAL DEVELOPMENT PROJECTS

SIMMONS COLLEGE, *Boston, MA*

THREE-MONTH GRANT OF \$21,800 FOR A WORKSHOP ON CAPACITY BUILDING FOR GENDER EQUITY AND INSTITUTIONAL CHANGE IN AFRICAN UNIVERSITIES

SOUTH AFRICAN UNIVERSITIES VICE CHANCELLORS ASSOCIATION, *Pretoria, South Africa*

EIGHTEEN-MONTH GRANT OF \$50,000 AS ONE-TIME FUNDING TOWARD A CURRICULUM RESPONSIVENESS PROJECT

UNIVERSITY OF EDUCATION, WINNEBA, *Winneba, Ghana*

FIVE-MONTH GRANT OF \$49,900 FOR STRATEGIC PLANNING FOR THE UNIVERSITY COLLEGE OF EDUCATION

International Peace and Security

New Dimensions of Security: Evolving Notions of Sovereignty

UNIVERSITY OF CAMBRIDGE, *Cambridge, UK*

FINAL GRANT FOR A PROJECT TO APPLY LESSONS OF RECENT POWER-SHARING SETTLEMENTS TO EMERGING UNRESOLVED SELF-DETERMINATION DISPUTES. TWO YEARS, \$354,800.

The challenge of resolving seemingly intractable self-determination disputes has vexed policymakers since the interwar years. In the post-Cold War era, new possibilities arose involving the sharing of sovereign powers at multiple levels of governance. During the past decade, various forms of such complex power-sharing arrangements have been attempted in a wide range of disputes. Building on an initial grant aimed at assessing the efficacy of the approach, teams of researchers and policy advisors at the University of Cambridge's Centre of International Studies and Lauterpacht Research Centre for International Law and the German-based European Centre for Minority Issues are analyzing lessons learned to determine the applicability of complex power-sharing for the next generation of self-determination disputes.

Marc Weller, Assistant Director of Studies, Centre of International Studies.

COLUMBIA UNIVERSITY, *New York, NY*

FINAL GRANT FOR RESEARCH AND DISSEMINATION ON THE EFFECTIVENESS OF PEACEKEEPING INTERVENTIONS IN SELF-DETERMINATION DISPUTES. TWO YEARS, \$186,500.

In the years to come, American intervention policy is likely to take on a broader focus, integrating, to varying extents, peacekeeping (alone or with multilateral partners), regime change, the extension of military bases in transitioning states and new methods of war termination requiring extended post-conflict involvement. In 2000, the Corporation funded a project by Columbia University's Institute of War

and Peace Studies to explore the effectiveness of peacekeeping interventions in self-determination disputes. Building on the project, teams of researchers at the institute are examining the specific challenges and opportunities for the United States in peacemaking and military basing abroad. In addition to involving Columbia scholars, the project draws on a wide range of experts from the academic and policy worlds. Two book manuscripts and a series of articles aimed at academic and policymaking communities are to be produced.

Kimberly Zisk Marten, Assistant Professor, Department of Political Science, Barnard College.

DUKE UNIVERSITY, *Durham, NC*

PROJECT ON MANAGING EXTERNAL INTERVENTIONS AFTER SEPTEMBER 11TH. TWO YEARS, \$499,300.

Bestriding the world with an unprecedented combination of military, economic and political power, the United States has, nonetheless, had difficulty translating its dominance into increased national and global security. Since the events of September 11th, the imperatives of the global campaign against terrorism have raised new and challenging questions about the legitimacy and effectiveness of American military interventions abroad. To explore the normative, policy and political dimensions of this issue, Duke University's Terry Sanford Institute of Public Policy is conducting a project involving scholars, representatives of nongovernmental organizations and policymakers focused on some of the most pressing aspects of the intervention debate. The project builds on the body of policy-relevant research generated by many of the grantees of the Corporation to date.

Bruce W. Jentleson, Director, Terry Sanford Institute of Public Policy.

ENVIRONMENTAL LAW INSTITUTE,
Washington, DC

ONE-TIME FUNDING TOWARD A PROJECT ON PUBLIC PARTICIPATION AND GOVERNANCE IN INTERNATIONAL WATERSHED MANAGEMENT. TWO YEARS, \$214,900.

The participation of local communities in environmental decisionmaking was one of three major pillars set forth in the United Nations' sponsored "Rio Declaration" of 1992. In the last decade, however, major decisions affecting international watershed management have been made largely in capital cities far removed from the waterways in question. As a result, public dissatisfaction with poor watershed management has led to rising tensions that have, at times, erupted into conflict within and between states. The Environmental Law Institute is convening an international, interdisciplinary symposium at the University of Virginia Law School to enhance public participation in watershed management; foster international dialogue on the subject; and implement a pilot project to apply key findings. The symposium, which is to involve some 100 experts from around the world, will also disseminate papers from the project.

Carl Bruch, Project Director. www.eli.org

FUND FOR PEACE, INC., Washington, DC

FINAL GRANT TOWARD A PROJECT ON REGIONAL RESPONSES TO INTERNAL WAR. TWO YEARS, \$440,900.

During the initial phase of a Corporation-supported project to examine the effectiveness of regional responses to self-determination disputes, Fund for Peace convened four conferences—held in the United States—and generated policy analysis that indicated significant connections among regional organizations' approaches to intervention. With this grant, the second phase of the project seeks to take advantage of the extensive network of regional contacts that has developed in order to stimulate interregional dialogue, examine ways in which regions can learn from one another and find creative ways for the United States to support regional approaches. In addition to co-sponsoring a series of meetings in

Africa, Asia, Europe and Latin America with local partners, members of the project are organizing the first summit of regional Secretaries General.

Mary Locke, Director, Regional Responses to Internal War Program. www.fundforpeace.org

HARVARD UNIVERSITY, Cambridge, MA

PROJECT TO PROMOTE DIALOGUE BETWEEN THE MILITARY AND HUMAN RIGHTS COMMUNITIES ABOUT THE MEANS OF EXTERNAL INTERVENTION IN SELF-DETERMINATION DISPUTES. THREE YEARS, \$337,600.

Although not often publicized, the quest for self-determination has played a role in every major U.S. military intervention since the end of the Cold War, and is likely to continue to do so in other interventions, including the one in Iraq. Increasingly, the military's role in such interventions has overlapped and sometimes clashed with that of human rights and humanitarian organizations. In an attempt to bridge the practical and philosophical divide between these communities, Harvard University's Carr Center for Human Rights Policy has convened an unprecedented series of meetings with top officials from both groups. During its initial two years, this effort won praise from participants from both sides. The follow-up phase is building on initial success and continuing a dialogue made even more pressing by current trends in U.S. intervention policy.

Sarah Sewall, Program Director, Carr Center for Human Rights Policy, John F. Kennedy School of Government.

INTERNATIONAL PEACE ACADEMY, INC.,
New York, NY

FINAL GRANT TOWARD A PROJECT ON STATE-BUILDING AND THE ROLE OF THE UNITED NATIONS. TWENTY-EIGHT MONTHS, \$362,000.

For much of the last decade, the United Nations (UN) has served, with mixed results, as transitional administrator in ethnically divided, war-torn countries or regions, including Kosovo, East Timor and, most recently, Afghanistan. Addressing this increasingly important—and likely ongoing—role of the UN in a Corporation-supported project,

the International Peace Academy (IPA) developed a series of publications based on high-level meetings that distilled lessons learned from recent transitional administrations. In this second phase of the project, IPA is assessing the longer-term task of building or rebuilding state institutions pending full independence in post-conflict settings. Combining field research, consultations, expert and practitioner meetings and targeted dissemination, IPA aims to inform related UN policymaking.

Simon Chesterman, Senior Associate. www.ipa.org

OREGON STATE UNIVERSITY, *Corvallis, OR*

FINAL GRANT FOR A JOINT PROJECT WITH THE PACIFIC INSTITUTE FOR STUDIES IN DEVELOPMENT, ENVIRONMENT AND SECURITY ON PREVENTING WATER CONFLICTS. TWENTY MONTHS, \$400,500.

While the world's attention has been focused on the war on terrorism and crises in Iraq and the Korean peninsula, problems associated with water scarcity have continued to threaten regional and global security. Although wars solely over water have not occurred, there is ample evidence to suggest that a growing lack of clean, fresh water has led to intense political instability and even acute violence. For the past two years, a collaboration between Oregon State University and the Oakland-based Pacific Institute for Studies in Development, Environment and Security has addressed the issue of water scarcity. Building on this work, the two organizations are undertaking a joint project to develop a series of training courses on water management, enhance web-based literature on the subject, disseminate related texts to schools, public libraries, community groups and other organizations in the developing world and establish an international universities partnership.

Aaron T. Wolf, Assistant Professor, and Peter H. Gleick, President, Pacific Institute for Studies in Development, Environment, and Security. www.pacinst.org

PRINCETON UNIVERSITY, *Princeton, NJ*

PROJECT TO APPLY CASE STUDY ANALYSIS OF POST-CONFLICT "STATE-BUILDING" TO EMERGING CHALLENGES. TWO YEARS, \$350,000.

More than a year after the fall of the Taliban, Afghanistan remains a fragile country with weak institutions and daunting needs. Building strong and stable state institutions in a secure environment remains one of the most important unfinished tasks. Princeton University's Liechtenstein Institute on Self-Determination (LISD) has embarked on a three-year effort designed to bring international expertise to bear on this challenge. Through a series of meetings in the United States, Europe and Afghanistan, LISD has provided a neutral venue for governmental and intergovernmental representatives, including high-ranking Afghan officials, to consult with an international group of experts on a range of state-building and security issues.

Wolfgang F. Danspeckgruber, Director, Liechtenstein Institute on Self-Determination.

PUBLIC INTERNATIONAL LAW AND POLICY GROUP, *Arlington, VA*

FINAL GRANT FOR SIMULATION EXERCISES, ROUNDTABLES AND PUBLICATIONS ON THE EVOLVING NEXUS AMONG SOVEREIGNTY, SELF-DETERMINATION AND TERRORISM. TWO YEARS, \$318,500.

The relationship between terrorism and issues of sovereignty and self-determination has become more apparent in the aftermath of September 11. Building on earlier work on intermediate sovereignty, the Washington, D.C.-based Public International Law and Policy Group is undertaking a project to develop a coherent framework for understanding this relationship and propose principles and models to guide foreign policymakers. The group is organizing a series of diplomatic simulation exercises, involving both official and unofficial participants, and is holding a series of complementary roundtable sessions with experts and current and former policymakers to promote wide dissemination of findings.

Paul R. Williams, Executive Director.

Russia and Other Post-Soviet States

AMERICAN COUNCIL FOR INTERNATIONAL EDUCATION, INC., *Washington, DC*

CREATION OF A CENTER FOR ADVANCED STUDY AND EDUCATION IN BELARUS. TWO YEARS, \$600,000.

In 2000, the Corporation initiated a new program aimed at establishing Centers for Advanced Study and Education (CASEs) in the states of the former Soviet Union. The centers, located at universities, aim to create academic hubs for social sciences and humanities scholars throughout the region. To address both the regional and particular needs of Belarus, Ukraine and Moldova—countries that are undergoing fundamental transformations—the American Council for International Education is establishing a new center in Belarus at the European Humanities University. The center, focused on social transformation in the region, will serve as a forum for research, seminars, publications, fellowships, curricula development and the creation of regional and international partnerships.

Kevin Spensley, Director, Education Development Initiatives.
www.americancouncils.org

AMERICAN FOREIGN POLICY COUNCIL,
Washington, DC

U.S. CONGRESS-RUSSIA DUMA STUDY GROUP.
TWO YEARS, \$150,000.

As the United States and Russia face an unprecedented potential to develop a strategic partnership, much needs to be done by both the executive and the legislative branches of the two governments to define the relationship and the new rules of engagement. The American Foreign Policy Council, which was created in 1982 to foster closer linkages between the United States and the Soviet Union, is administering a U.S. Congress-Duma Study Group in an effort to foster regular interaction between the U.S. House of Representatives and the Russian State Duma. In the course of the next two years, the group will hold

meetings between members and staffers of the two legislative bodies on such key issues in U.S.-Russian relations as trade, economics, agriculture, energy, foreign affairs, defense, terrorism, organized crime, corruption and education. On the Russian side, the study group is managed by the Duma Interparliamentary Relations Office, which oversees the Duma's relations with foreign legislative bodies.

Herman Pirchner, Jr., President. *www.afpc.org*

ASPEN INSTITUTE, INC., *Washington, DC*

INTERNATIONAL ACTIVITIES OF THE CONGRESSIONAL PROGRAM. ONE YEAR, \$639,000.

Begun in 1984 by former senator Dick Clark, the Aspen Institute's Congressional Program aims to improve congressional understanding of, and engagement with, Russia. The program, which also seeks to integrate Russia into Western economic, security and political arrangements, convenes bipartisan groups of legislators from the House and Senate, together with academic experts and policy specialists, in annual conferences and regular breakfast sessions on Capitol Hill. Recent sessions have addressed U.S.-Russia cooperation on global terrorism; NATO-Russia relations; European Union-Russia relations; and the role of the United States and Russia in Central Asia and Pakistan. The annual conference takes place in a strategically important capital, removed from the distractions of Washington, D.C.

Dick Clark, Director, Congressional Program.
www.aspeninstitute.org

ATLANTIC COUNCIL OF THE UNITED STATES, INC.,
Washington, DC

FINAL GRANT TOWARD A PROJECT ON RUSSIA'S INTEGRATION WITH THE WEST. EIGHTEEN MONTHS, \$150,000.

Russia's relations with the West are on the threshold of major change. The Putin government has made clear its desire for Russia to become an integral part of the West and the United States and Europe have indicated strong interest in building improved relations with

Russia and in seeing Russia become a member of the Western community, with both the responsibilities and rewards that this entails. Building on a project begun last year that brought together U.S., European, and Russian policymakers to discuss strategic approaches toward integrating Russia with the West, the Atlantic Council of the United States is holding a series of meetings on building a partnership between the United States, Russia and Europe. The meetings are to address terrorism, proliferation of weapons of mass destruction and stability in the Gulf and Central Asia. A final report of recommendations aimed at policymakers in all three regions will be produced.

Frances G. Burwell, Director, Program on Transatlantic Relations. www.acus.org

BARD COLLEGE, Annandale-on-Hudson, NY

FINAL GRANT TOWARD FACULTY AND CURRICULUM DEVELOPMENT AT SMOLNY COLLEGE IN RUSSIA.
TWO YEARS, \$350,000.

In 1996, Bard College joined with St. Petersburg State University (SPU), one of Russia's leading universities, to create Smolny College of Liberal Arts—the first institution in Russia to offer liberal arts degrees. In addition to expanding enrollment and enhancing curricula, Smolny College is introducing M.A.-level programs and launching Smolny Collegium, an international institute of advanced study. Six Russian academics affiliated with the Corporation-supported Centers for Advanced Study and Education (CASEs) are to become visiting members of the collegium in the fall of 2003.

Susan H. Gillespie, Director, Institute for International Liberal Education.

*UNIVERSITY OF CALIFORNIA, BERKELEY,
Berkeley, CA*

FINAL GRANT TOWARD SUPPORT OF THE PROGRAM IN SOVIET AND POST-SOVIET STUDIES.
TWO YEARS, \$150,000.

The program in Soviet and Post-Soviet Studies at the University of California, Berkeley, is undertaking

a project to assess the risks posed by extremist movements in the former Soviet Union, where terrorist organizations have been gaining momentum since the collapse of the Soviet Union. The project focuses on nonstate groups, parties and movements that are willing to use violence to achieve a radical vision of social transformation in nine post-Soviet states—Russia, the three states of the Caucasus (Armenia, Azerbaijan and Georgia) and the five states of Central Asia (Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan and Turkmenistan). Through individual and team research and regular faculty and graduate student seminars, participants are examining the concepts and circumstances that have contributed to the proliferation of extremist movements in the region.

Victoria E. Bonnell, Faculty Chair, Program in Soviet and Post-Soviet Studies.

*CARNEGIE ENDOWMENT FOR INTERNATIONAL
PEACE, Washington, DC*

CARNEGIE MOSCOW CENTER. TWO YEARS, \$900,000.

The Carnegie Moscow Center, established in 1993 by the Washington, D.C.-based Carnegie Endowment for International Peace, was created to promote intellectual collaboration among scholars and policy experts in Russia, the other post-Soviet states, and other nations; provide independent analysis on a wide array of public policy issues; and offer a respected and independent forum for policy-related discussion. At the heart of the Carnegie Moscow Center now are two concerns: Russia's internal momentum toward a democratic polity and market economy and Russia's integration into Western political, economic and security arrangements. With this grant, the center's interdisciplinary team of Russian and U.S. scholars are undertaking research and holding conferences on shared Western-Russian security issues and on the connection between Russia's integration and domestic reforms.

Andrew Kuchins, Director, Russian and Eurasian Program. www.ceip.org

CENTER FOR STRATEGIC AND INTERNATIONAL
STUDIES, INC., *Washington, DC*

RUSSIA AND EURASIA PROGRAM. TWO YEARS, \$600,000.

The war in Iraq has strained U.S. relations with many countries, including Russia. While Russia has joined the United States in a fight against terrorism, it has located itself in the camp of those nations that argued against a military intervention in Iraq. The two countries now face the challenging task of building a partnership that will mutually advance their economic and security interests. The Center for Strategic and International Studies' Russia and Eurasia Program undertakes research, publications and policy outreach on a set of foreign, domestic and security issues of relevance to Russia's future, U.S.-Russian relations, and U.S. relations with other former Soviet states. This grant supports the program's activities, including the Program on New Approaches to Russian Security (PONARS), previously supported by the Corporation.

Celeste A. Wallander, Director, Russia and Eurasia Program.
www.csis.org

EURASIA FOUNDATION, INC., *Washington, DC*

INTERDISCIPLINARY RESEARCH AND TRAINING CENTERS
IN THE CAUCASUS. TWO YEARS, \$1,800,000.

Corporation-supported Centers for Advanced Study and Education (CASEs) in Russia are aimed at strengthening universities and generating scholarship on contemporary problems facing post-Soviet societies. The Caucasus Research Resource Centers, which are being created in Armenia, Azerbaijan and Georgia, are designed to provide professional training and resources for research to academics and practitioners in the South Caucasus. These university-based, independently operated centers aim to strengthen local capacity in the disciplines of economics, sociology, demography, political science, anthropology and environmental sciences. In the first few years of operation, the centers will offer access to publications and professional training. In subsequent years, the centers' programs will include travel grants, support for publications and opportunities for major conferences.

Andrea Dee Harris, Project Director, CCRC.
www.eurasia.org

EURASIA FOUNDATION, INC., *Washington, DC*

FINAL GRANT TOWARD THE ECONOMICS EDUCATION
AND RESEARCH CONSORTIUM. TWO YEARS, \$250,000.

To foster knowledge and understanding of market-based economics, which have been identified as central to successful economic transition in the former Soviet Union, the Eurasia Foundation and the World Bank in 1996 created the Economics Education and Research Consortium (EERC). The consortium is a partnership of foundations, governments and international organizations that aims to foster economics research and education in the former Soviet region. Through its programs, which are currently underway in Russia and Ukraine, EERC provides resources to young scholars, trains professional economists, and helps both to strengthen their academic and professional networks. In addition to continuing to organize and fund teaching and research in modern economics, EERC is expanding its programs in both regions.

Ulrich Hewer, EERC Executive Director. www.eurasia.org

INSTITUTE FOR EASTWEST STUDIES, INC.,
New York, NY

PROJECT TO PROMOTE EUROPEAN, NORTH AMERICAN
AND RUSSIAN DIALOGUE ON ECONOMIC AND SECURITY
ISSUES. TWO YEARS, \$350,000.

Securing a robust partnership for Russia with the United States and its European allies is a long-term challenge. The new NATO-Russia Council is inchoate, there is no set agenda for Russia's accession to the World Trade Organization, and the impact of European Union enlargement on Russia is potentially problematical. In addition, there are significant policy differences within the Western alliance, particularly between the United States and Europe. To foster the incorporation of Russia into Western economic, political and security arrangements, the Institute for EastWest Studies—known as the EastWest Institute—is conducting a two-year project that brings together a group of high-level political, business and policy leaders from the United States, Russia and Europe to analyze and propose solutions to emerging policy challenges. The New European, American, Russian (NEAR)

Forum will meet three times each year, tackling two sets of issues central to the trilateral agenda.

Antje Herrberg. www.iews.org

INTERNATIONAL INSTITUTE FOR STRATEGIC STUDIES, *London, UK*

FINAL GRANT TOWARD INTERNATIONAL SECURITY FORUMS FOR RUSSIAN REGIONS. ONE YEAR, \$200,100.

In the more than ten years since the end of the Cold War, Russia has undergone profound political, economic and social transformation. Despite significant decentralization, however, Russia's foreign and security policy remains primarily Moscow-centered, and there is little interaction between Moscow political elites and regional authorities on national and international security matters. The International Institute for Strategic Studies conducts a program that brings together representatives from regional governmental, business, media and academic sectors with Moscow officials and international participants to broaden the understanding of security issues facing the region and develop cooperation between Russian regions and their neighboring states.

Oksana Antonenko, Senior Fellow. www.iiss.org

INTERNEWS NETWORK, *Arcata, CA*

PROJECT ON INFORMATION SECURITY POLICY IN RUSSIA. TWO YEARS, \$175,000.

Internews Networks—an international nongovernmental organization that promotes open media and access to information—is launching a project on information security and Russia's developing technological sector. The goal is to help Russian policymakers define what issues can and should be encompassed by the concept of information security; monitor and inform the ongoing debate in Russia over the multifaceted concept of information security; conduct and disseminate analysis of the policy implications of the many legislative initiatives surrounding information security; enable the exchange of information between Russian and Western policymakers in the field of information security; and share expertise and lessons learned through the project in

Russia with other former Soviet states. The research and analytical components of the project are aimed at mobilizing a cohort of Russian specialists on information technology to contribute to the formation of policies on information security.

George Sadowsky, Executive Director, Global Internet Policy Initiative. www.internews.org

MONTEREY INSTITUTE OF INTERNATIONAL STUDIES, *Monterey, CA*

RESEARCH AND EDUCATION ON CHALLENGES TO THE NONPROLIFERATION OF WEAPONS OF MASS DESTRUCTION. TWO YEARS, \$400,000.

Since its founding in 1989, the Center for Nonproliferation Studies has worked to combat the spread of weapons of mass destruction, especially in the states of the former Soviet Union, by building cadres of international security experts, training the next generation of nonproliferation specialists and disseminating timely information and analysis. The center is located at the Monterey Institute of International Studies, the largest nongovernmental organization in the United States devoted exclusively to research and training on nonproliferation issues with the aim of facilitating better, more cooperative and more sustainable nonproliferation policy. Over the next two years, the center is conducting a range of policy-oriented research, training and outreach activities.

William C. Potter, Director, Center for Nonproliferation Studies. www.cns.miis.edu

MOSCOW SCHOOL OF POLITICAL STUDIES, *Moscow, Russia*

PROJECT TO STRENGTHEN DEMOCRATIC INSTITUTIONS AND CIVIL SOCIETY IN RUSSIA. TWO YEARS, \$230,000.

The Moscow School of Political Studies (MSPS) was created in 1992 to promote the development of democratic institutions and civil society in Russia. Striving to support Russia's transformation by helping to strengthen its democratic culture and institutions, the school organizes seminars for young Russian and former Soviet leaders on national and regional

development. The school also translates and publishes books authored by international scholars on politics, economics and social policy. To date, it has organized ninety seminars, reaching five thousand participants representing elected officials, businessmen and journalists. In the coming two years, MSPS will conduct four seminars, under the title of "Law, Politics, Economy and Mass Media," that focus on national issues, and six seminars, under the title of "Federalism, Regional Policy and Self-Government," that focus on regional developments. The seminars will continue to be taught by Russian and Western experts who serve as visiting faculty.

Elena Nemirovskaya, Founder and Director. www.msps.ru

NATIONAL COUNCIL FOR EURASIAN AND EAST
EUROPEAN RESEARCH, *Washington, DC*

ACADEMIC FELLOWSHIPS FOR RUSSIAN SCHOLARS.
TWO YEARS, \$600,000.

The Corporation-supported Centers for Advanced Study and Education (CASEs) are designed to revive and strengthen the social sciences and humanities in Russia. While the CASEs offer modest fellowship support for Russian scholars, they do not provide opportunities for Russian scholars to spend extended periods of time outside of Russia. A separate program administered by the National Council for Eurasian and East European Research recruits, selects and places Russian scholars—drawn either from the pool of CASE fellows or from the regions where CASEs are located—at American universities. To date, the program has offered thirty fellowships. In the next two years, thirty additional Russian scholars will take part in the program. Upon their return to Russia, the scholars are integrated into CASEs.

Robert T. Huber, President. www.nceer.org

RAND CORPORATION, *Santa Monica, CA*

JOINT PROJECT WITH THE INSTITUTE OF USA
AND CANADA STUDIES IN MOSCOW TO FORM A
U.S.-RUSSIAN WORKING GROUP ON NATO-RUSSIAN
COOPERATION. ONE YEAR, \$200,000.

Russia's relationship with the West and with the

United States, in particular, was transformed after the attacks of September 11th, when Russia played an early and decisive role in the immediate response to global terrorism. In 2002, to assess the extent of NATO-Russian cooperation, RAND Corporation and the Moscow-based Institute for USA and Canada Studies produced a report, entitled *NATO and Russia: Bridge Building for the 21st Century*. The two organizations are now forming a U.S.-Russian working group to follow up on the report, analyze current and future aspects of the NATO-Russia relationship, and explore prospects for implementing cooperative strategies in areas such as counterterrorism, homeland security and consequence management, theater nuclear weapons and missile defense, regional security issues, energy security and issues of military reform.

Robert E. Hunter, Senior Advisor. www.rand.org

RAND CORPORATION, *Santa Monica, CA*

STUDY OF THE IMPACT OF INFORMATION TECHNOLOGY
ON RUSSIA. EIGHTEEN MONTHS, \$200,000.

Information technology (IT) can transform societies and integrate developing countries into global economic, political and social structures. In Russia, IT is increasingly viewed by the private and the public sectors as a means of jump-starting Russia's economic transformation. Despite rhetoric about the importance of information, however, Russia lags behind other developing countries in the exploitation of IT potential. RAND Corporation's Center for Russia and Eurasia, together with Russian experts, is conducting a comprehensive assessment of the impact of information technology on Russia's current and emerging political, economic and social development. The study aims to identify challenges and prospects in Russia with respect to the IT sector. Several publications will be produced.

*Jeremy R. Azrael, Director, Center for Russia and Eurasia.
www.rand.org*

SALZBURG SEMINAR IN AMERICAN STUDIES, INC.,
Middlebury, VT

VISITING ADVISORS PROGRAM FOR RUSSIA AND OTHER
FORMER SOVIET STATES. TWO YEARS, \$200,000.

Over the last decade, universities in Russia and other former Soviet states have been restructuring their facilities, management and curricula to attain financial independence and become academically competitive. The Visiting Advisors Program of the Salzburg Seminar, an international organization with a fifty-year history of promoting the free exchange of ideas, experience and understanding in a multidisciplinary, crosscultural environment, sends teams of North American and West and East European university presidents and higher education experts, who volunteer their time and expertise, to conduct site visits at selected participating universities and assist them in the process of institutional self-assessment and change. With this grant, the seminar is facilitating on-site consultations in the former Soviet Union. The overall goal of the program is to provide practical advice and recommendations to institutions of higher education undergoing reform.

Scott Atherton, Deputy Director, Universities Project.
www.salzburgseminar.org

UNITED STATES CIVILIAN RESEARCH AND
DEVELOPMENT FOUNDATION FOR THE
INDEPENDENT STATES OF THE FORMER
SOVIET UNION, *Arlington, VA*

BASIC RESEARCH AND HIGHER EDUCATION PROGRAM.
TWO YEARS, \$1,000,000.

Although science and education have deep roots of excellence in Russia, the country's weakened economy left Russian universities in dire need of resources to support scientific research. Since 1998, the Corporation and the John D. and Catherine T. MacArthur Foundation have together supported the U.S. segment of a U.S.-Russian undertaking aimed at strengthening the basic research capabilities of Russian universities. Also supported by the Russian Ministry of Education, the Basic Research and Higher Education Program entails the creation of Research and Education Centers (RECs) within competitively selected Russian

universities. The sixteen RECs established to date carry out research and educational programs and are intended to serve as models for strengthening Russian universities. Continued support will further enhance RECs' programs.

John Modzelewski, Director. www.crdf.org

U.S. Policy Options

MASSACHUSETTS INSTITUTE OF TECHNOLOGY,
Cambridge, MA

SECURITY STUDIES PROGRAM. TWO YEARS, \$800,000.

The post-September 11th security agenda includes both old and new concerns. The challenge of assessing U.S. capabilities, national will to implement a new security agenda, interaction with allies and conflicts in other parts of the world demands a broad, interdisciplinary, intellectually deft analytical approach. The Security Studies Program (SSP) of the Massachusetts Institute of Technology continues to offer a provocative and constructive analysis of ongoing national security policy debates. SSP's interdisciplinary team includes natural scientists, social scientists, political scientists, regional experts, engineers and military scholars. Areas of exploration include the technological feasibility of missile defense systems, civil conflicts, Asian security and reconfiguration of U.S. defense policy.

Harvey Sapolsky, Director, Security Studies Program.
www.mit.edu

STANFORD UNIVERSITY, *Stanford, CA*

RESEARCH AND TRAINING IN INTERNATIONAL SECURITY.
TWO YEARS, \$1,605,200.

The September 11 terrorist attacks on the World Trade Center and Pentagon suggest that the threat of terrorism from nonstate actors is likely to increase with the spread of weapons of mass destruction. The Center for International Security and Cooperation (CISAC) at Stanford University is one of the nation's leading centers searching for long-term solutions to security problems, with its multidisciplinary research, training,

dissemination and outreach programs contributing to national and international policy debates. The hallmark of CISAC—which conducts research, hosts fellows and trains specialists—is the collaboration of scientists and engineers with social scientists, government officials, military officers and business leaders. In addition to continuing its work on weapons of mass destruction, Russia and the post-Soviet states, and Asian security, CISAC is introducing two new research themes—risk assessment and communication and nuclear security in South Asia.

Scott D. Sagan, Codirector, Center for International Security and Cooperation.

HENRY L. STIMSON CENTER, *Washington, DC*

PROJECT TO EDUCATE POLICYMAKERS ON SECURITY ISSUES IN THE 21ST CENTURY. TWO YEARS, \$100,000.

September 11th changed the policy landscape in Washington, D.C., and on Capitol Hill by propelling international issues to top priority. Security for a New Century is a bipartisan study group that was created in 1998 to educate Congressional staff about today's significant challenges in post-Cold War US engagement. The study group, which meets on average once a week, addresses such topics as nonproliferation of weapons of mass destruction, civil-military coordination, the relationships between resource scarcity and civil wars, foreign policy implications of globalization, and interagency challenges for homeland security. The Stimson Center serves as headquarters for the study group and its fellows.

Lorelei Kelly, Director, Security for a New Century.
www.stimson.org

Weapons of Mass Destruction

CARNEGIE ENDOWMENT FOR INTERNATIONAL PEACE, *Washington, DC*

PROJECT ON NON-PROLIFERATION. ONE YEAR, \$250,000.

The Carnegie Endowment for International Peace's Non-Proliferation Project is an educational enterprise

that provides information and analysis on the spread of weapons of mass destruction to policy officials, experts in the field and members of the press. In addition to carrying out its own research, the project conducts public education activities and convenes its flagship event—an annual international conference that draws hundreds of representatives from government, the academic community and nongovernmental organizations. The project informs policymaking on proliferation issues through congressional testimony, presentations for international government delegations and consultations with government officials. It also supports the work of hundreds of smaller nongovernmental organizations.

Joseph Cirincione, Director, Non-Proliferation Project.
www.ceip.org

CENTER FOR DEFENSE INFORMATION, INC.,
Washington, DC

PROJECT ON COOPERATIVE SECURITY IN SPACE.
ONE YEAR, \$225,000.

The Center for Defense Information is conducting a project designed to highlight the strategic, political, technical and economic questions surrounding the potential weaponization of space through analyses, news and data for policymakers, media and others interested in this critical international security issue. Members of the project are developing specific approaches for current international activities in space, using debris mitigation as a cornerstone for cooperation. The goal is to frame a set of integrated policies that could help avert a space tragedy, including but not limited to policies that address attack weapons in space, explosions in space and nuclear reactors in orbit.

Bruce G. Blair, President and CEO. www.cdi.org

CENTER FOR MEDIA AND SECURITY, LTD.,
Millwood, NY

FORUMS FOR JOURNALISTS ON DEFENSE AND
INTERNATIONAL SECURITY ISSUES. TWO YEARS, \$92,000.

To raise public awareness of important international security and peace issues through improved media coverage, the Center for Media and Security coordinates the Defense Writers Group. The group is a regular informational series for members of the nation's leading national security press corps. The journalists convene up to 35 times a year for briefings by and question-and-answer sessions with senior military commanders, civilian officials, legislators, defense industry representatives and foreign officials.

Harry J. Disch, President.

CENTER FOR STRATEGIC AND INTERNATIONAL
STUDIES, INC., *Washington, DC*

ONE-TIME FUNDING TOWARD SUPPORT OF AN
INTERNATIONAL COALITION OF NONGOVERNMENTAL
ORGANIZATIONS PROVIDING A PLAN TO IMPLEMENT
A GLOBAL PARTNERSHIP AGAINST THE SPREAD OF
WEAPONS OF MASS DESTRUCTION. NINE MONTHS,
\$500,000.

Nuclear, chemical and biological weapons have posed the gravest danger to national security since the Cold War; the collapse of the Soviet Union, in particular, gave way to a large and vulnerable supply of weapons of mass destruction (WMD) as well as the materials and expertise needed to use them. Since September 11, the WMD threat has been exacerbated by the potential risk of terrorism. In June 2002, the G-8 nations announced the creation of a Global Partnership Against the Spread of Weapons and Materials of Mass Destruction, pledging \$20 billion over ten years to address the threat. To ensure that the pledge is honored and to advocate further investment in the undertaking, the Center for Strategic and International Studies in Washington, D.C., has forged a coalition of fifteen nongovernmental organizations in the United States, Western Europe and Russia to provide a road map for implementing the G-8 commitment.

Michèle Flournoy, Senior Adviser, International Security Program. www.csis.org

DWIGHT D. EISENHOWER WORLD AFFAIRS
INSTITUTE, *Washington, DC*

ONE-TIME FUNDING TOWARD A PROJECT TO
STRENGTHEN INTERNATIONAL CONSENSUS ON A
SECURITY REGIME FOR THE FUTURE USES OF SPACE.
ONE YEAR, \$200,000.

The well-being of the United States and other countries depends on the use of space—earth-orbiting satellites monitor the weather, the climate and the impact of drought and land use; communications satellites make possible rapid information sharing across the globe—but space is on the verge of an explosion of activity that may pose a major challenge for international stability, and the current space security framework is not equipped to provide a constructive response. The Dwight D. Eisenhower World Affairs Institute has designed a project that brings together international experts from across the spectrum of space stakeholders—diplomats, military officials, scientists and industrialists—to forge a consensus against deploying weapons in space. Now in its third year, the project will recommend an alternate security paradigm for space through a technically based verification regime, one that would include on-site inspections, enforcement mechanisms and punitive measures.

Susan Eisenhower, President. www.eisenhowerinstitute.org

UNIVERSITY OF GEORGIA RESEARCH
FOUNDATION, INC., *Athens, GA*

FINAL GRANT FOR POLICY RESEARCH TO PROVIDE NEW
SOLUTIONS FOR CONTROLLING PROLIFERATION TRADE.
TWO YEARS, \$400,000.

In an era of economic globalization and increased international technology trade—complicated by new trade patterns and transnational terrorist threats visible since September 11—new strategies for international nonproliferation are vital. The Center for International Trade and Security at the University of Georgia is a nonprofit organization that undertakes research, teaching and outreach on trade, technology and security issues. Established in the early 1990s with Corporation funding, the center assesses the ability of governments to regulate the sale of sensitive weapons-related technology information and material.

In 1996, the center developed a methodology to evaluate and monitor proliferation control policies and practices in over 12 countries: the Global Evaluation System allows governments to recognize where gaps in current policies exist. Adding to this effort, the center is working over the next two years to enhance industry compliance with export regulations.

Gary K. Bertsch, Director, Center for International Trade and Security.

HARVARD UNIVERSITY, *Cambridge, MA*

FINAL GRANT FOR FELLOWSHIPS AT THE BELFER CENTER FOR SCIENCE AND INTERNATIONAL AFFAIRS ON INTERNATIONAL SECURITY. ONE YEAR, \$250,000.

New threats, such as international terrorism, have been added to the familiar challenges to global peace and security. While it has become all the more critical, therefore, to foster the development of experts who can offer analysis and policy recommendations, there has been a decreasing availability of postdoctoral and predoctoral fellowship opportunities in international security. Most academic institutions have reduced or eliminated fellowship programs. The Belfer Center for Science and International Affairs at Harvard University's John F. Kennedy School of Government has resisted this trend, and the Corporation's grant supports fellowships for young scholars engaged in research on security issues, to result in articles and other publications for dissemination to policymakers, scholars and members of the press.

Steven E. Miller, Director, International Security Program, and Stephen M. Walt, Robert and Renee Belfer Professor of Government.

NATIONAL ACADEMY OF SCIENCES,
Washington, DC

PROGRAM ON ENHANCING BIOSCIENCE IN THE FORMULATION AND IMPLEMENTATION OF U.S. FOREIGN POLICY. TWO YEARS, \$250,000.

The National Academy of Sciences is establishing a program under which fifteen to twenty tenured, research-active scientists and engineers from the U.S. academic community will be selected each year and

invited to the U.S. Department of State (DOS) for twelve-month, on-site assignments in Washington, D.C., and—once the project is underway—U.S. foreign embassies. The goal is to make available to policymakers the scientific expertise generated at the nation's universities and to promote a new model for the effective engagement of the American academic scientific community in U.S. government policy. With this grant, a three-year pilot implementation phase begin. The first cohort of fellows is to be selected during a competition held in the fall of 2003, and the cohort will begin its tenure in 2004.

H. Ray Gamble, Director, Fellowship Office.
www.national-academies.org

PRINCETON UNIVERSITY, *Princeton, NJ*

PROJECT TO DEVELOP RECOMMENDATIONS FOR ACADEMIA, INDUSTRY AND GOVERNMENT REGARDING THE MANAGEMENT OF POTENTIAL BIOLOGICAL WEAPONS AGENTS. FOURTEEN MONTHS, \$150,000.

Princeton University's Program on Science and Global Security (PSGS) is undertaking a project to reduce the danger of bioterrorism that could be facilitated by U.S. biological research. Over the next fourteen months, PSGS will research the ways in which research on potential biological weapons agents should be conducted at universities and industrial laboratories and who should conduct the research. A group of university, biotechnology and pharmaceutical industry scientists will be convened for in-depth discussion on how to balance the national security establishment's interest in publicizing regulations and controls with the need of that establishment to collaborate internationally. PSGS intends the resulting set of policy analyses and recommendations to be used as a model for other universities and research laboratories in the United States and elsewhere.

Harold A. Feiveson, Senior Research Policy Analyst.

SOCIAL SCIENCE RESEARCH COUNCIL,
New York, NY

PROJECT ON COOPERATIVE SECURITY IN
NORTHEAST ASIA. TWO YEARS, \$200,000.

The Social Science Research Council's project on cooperative security in Northeast Asia works to enhance the potential for formal international cooperation on security issues through a series of unofficial policy dialogues. The project commissions expert papers on issues that would likely arise in official bilateral or multilateral negotiations to promote a negotiated end to North Korea's nuclear, ballistic missile and other weapons programs. In addition, the project conducts Track II probes, that is, unofficial discussions with nonofficials, former officials and officials acting in an unofficial capacity from North Korea, South Korea, Japan, China and Russia about ways to resolve nuclear, missile and other security disputes and designs and disseminates cooperative solutions.

Leon V. Sigal, Director, Northeast Cooperative Security Project. www.ssrc.org

Discretionary Grants

AMERICAN PHYSICAL SOCIETY, *College Park, MD*

EIGHT-MONTH GRANT OF \$25,000 TOWARD THE PRODUCTION AND DISSEMINATION OF A STUDY OF THE SCIENCE AND TECHNOLOGY OF BOOST-PHASE SYSTEMS FOR NATIONAL MISSILE DEFENSE

ASSOCIATION OF CANADIAN UNIVERSITIES FOR
NORTHERN STUDIES, *Ottawa, Canada*

ONE-YEAR GRANT OF \$40,000 AS A FINAL GRANT
TOWARD AN INTERNATIONAL CONFERENCE ON ARCTIC
AND CIRCUMPOLAR ISSUES

UNIVERSITY OF BRADFORD,
Bradford, UK

ONE-YEAR GRANT OF \$21,000 FOR RESEARCH AND
WRITING ON BIOWEAPONS DEVELOPMENT AND USE
FROM 1945 TO THE PRESENT

BRANDEIS UNIVERSITY, *Waltham, MA*

ONE-YEAR GRANT OF \$25,000 TOWARD THE ANDREI
SAKHAROV ARCHIVES AND HUMAN RIGHTS CENTER

CARNEGIE ENDOWMENT FOR INTERNATIONAL
PEACE, *Washington, DC*

ONE-YEAR GRANT OF \$50,000 TOWARD A PROJECT
TO PROMOTE POSITIVE POLITICAL CHANGE IN REGIONS
OF CONFLICT

CEC INTERNATIONAL PARTNERS, INC.,
New York, NY

NINE-MONTH GRANT OF \$25,000 TOWARD RESEARCH
AND A PUBLICATION ON RUSSIA

CENTER FOR ARMS CONTROL AND NON-
PROLIFERATION, *Washington, DC*

SIX-MONTH GRANT OF \$50,000 FOR A PROJECT TO
HEIGHTEN AWARENESS OF BIOLOGICAL WEAPONS
AMONG POLICYMAKERS

CENTER FOR DEFENSE INFORMATION, INC.,
Washington, DC

ONE-YEAR GRANT OF \$25,000 TOWARD ELECTRONIC
NEWS SERVICES ON CONTEMPORARY RUSSIA

CENTER FOR INTERNATIONAL POLICY,
Washington, DC

ONE-YEAR GRANT OF \$12,000 TOWARD A JOINT
PROJECT WITH THE UNIVERSITY OF CHICAGO
ON U.S.-KOREA POLICY

THE CHRONICLES GROUP, INC.,
Redondo Beach, CA

THREE-MONTH GRANT OF \$25,000 FOR AN EDUCATION-
AL VIDEO ON THE GLOBAL WATER CRISIS

COLUMBIA UNIVERSITY, *New York, NY*

ONE-YEAR GRANT OF \$50,000 TOWARD THE GULF
2000 PROJECT

CORNELL UNIVERSITY, *Ithaca, NY*

ONE-YEAR GRANT OF \$25,000 FOR A WORKSHOP
ON THE NEED FOR REVISING INTERNATIONAL
HUMANITARIAN LAW

DUKE UNIVERSITY, *Durham, NC*

FIVE-MONTH GRANT OF \$25,000 FOR RESEARCH
AND DISSEMINATION ON MANAGING THE POLICY
CHALLENGES OF U.S. INTERVENTIONS IN FOREIGN
COUNTRIES

FUND FOR PEACE, INC., *Washington, DC*

THREE-MONTH GRANT OF \$8,000 FOR A CONVENING
OF CORPORATION GRANTEEES TO DISCUSS PROJECTS
RELATED TO SELF-DETERMINATION DISPUTES AND
INTERNAL WARS

GEORGIA TECH FOUNDATION INC., *Atlanta, GA*

TWENTY-TWO-MONTH GRANT OF \$25,000 TOWARD
A MEETING ON SECURITY ISSUES IN NORTHEAST ASIA

UNIVERSITY OF ILLINOIS, *Urbana, IL*

TWO-YEAR GRANT OF \$25,000 TOWARD A CONFERENCE
ON THE 'CULTURES OF THE RUSSIAN CITY'

INSTITUTE FOR SCIENCE AND INTERNATIONAL
SECURITY, *Washington, DC*

SEVEN-MONTH GRANT OF \$50,000 AS A FINAL GRANT
FOR NUCLEAR NONPROLIFERATION IN RUSSIA

INSTITUTE FOR WAR & PEACE REPORTING,
London, UK

ONE-YEAR GRANT OF \$25,000 TOWARD A PROJECT ON
AFGHAN HUMANITARIAN REPORTING AND JOURNALIST
TRAINING PROGRAMS

INSTITUTE OF INTERNATIONAL EDUCATION, INC.,
New York, NY

FIFTEEN-MONTH GRANT OF \$25,000 TOWARD PARTICI-
PATION COSTS OF INTERNATIONAL SCHOLARS AND
PROFESSIONALS IN A PROGRAM ON SECTARIAN, ETHNIC
AND CULTURAL CONFLICT WITHIN AND ACROSS
NATIONAL BORDERS

JOHN FITZGERALD KENNEDY LIBRARY
FOUNDATION, INCORPORATED, *Boston, MA*

FIFTEEN-MONTH GRANT OF \$50,000 FOR THE ON THE
BRINK: PRESIDENTIAL DECISIONMAKING AND WEAPONS
OF MASS DESTRUCTION PROJECT

LAWYERS ALLIANCE FOR WORLD SECURITY, INC.,
Washington, DC

FIVE-MONTH GRANT OF \$15,000 TOWARD DISSEMINA-
TION OF A REPORT ON CONSTITUTIONALISM IN RUSSIA

LAWYERS ALLIANCE FOR WORLD SECURITY, INC.,
Washington, DC

FIVE-MONTH GRANT OF \$25,000 FOR A CONFERENCE
TO ANALYZE ISSUES RELATED TO SPACE WEAPONIZATION

ORGANISATION FOR ECONOMIC CO-OPERATION
AND DEVELOPMENT, *Paris, France*

SIX-MONTH GRANT OF \$25,000 TOWARD A SYMPOSIUM
ON BUSINESS AND ECONOMIC REFORM IN RUSSIA

UNIVERSITY OF OXFORD,
Oxford, UK

ONE-YEAR GRANT OF \$8,400 FOR CONVENING
CORPORATION GRANTEEES TO DISCUSS SELF-DETERMINA-
TION PROJECTS

PRINCETON UNIVERSITY, *Princeton, NJ*

NINE-MONTH GRANT OF \$12,000 FOR A JOINT
PROJECT WITH CAMBRIDGE UNIVERSITY TO CONVENE
CORPORATION GRANTEEES TO DISCUSS SELF-DETERMINA-
TION ISSUES

UNIVERSITY OF TEXAS AT AUSTIN, *Austin, TX*

SEVENTEEN-MONTH GRANT OF \$50,000 TOWARD A
JOINT PROJECT WITH THE MOSCOW STATE UNIVERSITY
TO DEVELOP AN ONLINE HISTORY COURSE

WILTON PARK, *West Sussex, UK*

ONE-YEAR GRANT OF \$25,000 TOWARD A CONFERENCE
ON IMPROVING GOVERNMENT ACTIVITIES AND POLICIES
DESIGNED TO MEET THE THREAT OF INTERNATIONAL
TERRORISM

WORLD AFFAIRS COUNCIL OF NORTHERN
CALIFORNIA, *San Francisco, CA*

TWO-MONTH GRANT OF \$25,000 TOWARD A
CONFERENCE ON ISLAM

Strengthening U.S. Democracy

Addressing Attitudinal Barriers to Civic Participation

EDUCATION COMMISSION OF THE STATES,
Denver, CO

NATIONAL CENTER FOR LEARNING AND CITIZENSHIP'S
EFFORTS TO IDENTIFY, DEVELOP AND PROMOTE
EFFECTIVE CITIZENSHIP EDUCATION POLICIES AND
PRACTICES IN STATES. TWO YEARS, \$500,000.

Housed at the Education Commission of the States, a national organization that facilitates the exchange of information, ideas and experiences among state policymakers and education leaders, the National Center for Learning and Citizenship provides resources, training and technical assistance to local, district and state education policymakers working to incorporate comprehensive approaches to civic education in schools. The center is undertaking several activities to lay the ground work for more effective advocacy on this issue, including creating a web-based database of all existing local, district and state civic education policies; developing and disseminating model civic education policy frameworks for use at the state level; pilot testing these frameworks; and providing technical assistance to policymakers in helping to implement or expand policies in their districts and states.

Terry Pickeral, Executive Director, National Center for Learning and Citizenship.

UNIVERSITY OF MARYLAND FOUNDATION, INC.,
College Park, MD

CENTER FOR INFORMATION AND RESEARCH ON
CIVIC LEARNING AND ENGAGEMENT'S EFFORTS TO
COMMISSION, UNDERTAKE AND DISSEMINATE RESEARCH
ON K-12 CIVIC EDUCATION. TWO YEARS, \$820,000.

Established in 2001, the Center for Information and Research on Civic Learning and Engagement (CIRCLE), which is housed at the University of

Maryland, conducts, collects, disseminates and promotes high-quality research on the civic engagement of young Americans. CIRCLE also serves as a clearinghouse for related information and scholarship, disseminated through a web site, fact sheets, online datasets, a newsletter and other materials. With this grant, CIRCLE is making pre-college civic education one of its largest research priorities by commissioning and conducting scholarly research in the area; distributing information and resources; and organizing events for policymakers, education leaders, scholars and others in the field. CIRCLE also will conduct a strategic planning process to consider future priorities and long-term sustainability.

William A. Galston, Director, Center for Information and Research on Civic Learning and Engagement.
www.civicyouth.org

RMC RESEARCH CORPORATION, *Denver, CO*

FOR RESEARCH ABOUT THE IMPACT OF SERVICE-
LEARNING ON HIGH SCHOOL STUDENT CIVIC
OUTCOMES. THREE YEARS, \$312,700.

Despite considerable federal support for service-learning—an approach to civic education that uses community service to advance curricular objectives—there is little rigorous research that demonstrates whether this approach is effective in fostering civic skills, attitudes and behaviors over time. RMC Research, a leading educational research and evaluation firm, is conducting one of the first experimentally designed and longitudinal studies in the field to determine whether and to what extent there are differences in civic outcomes between groups of students who participate in service-learning programs and students who do not. The goal of the study is to determine whether, under the best conditions, service-learning leads to desired civic engagement outcomes.

Shelley H. Billig, Vice President.

GEORGE WASHINGTON UNIVERSITY,
Washington, DC

STUDY OF WEB-BASED EFFORTS TO PROVIDE POLITICAL
INFORMATION. EIGHTEEN MONTHS, \$149,000.

At the beginning of the 21st century, it appeared that the Internet would usher in an era of online civic participation that would significantly alter the landscape of American elections. At the forefront of this movement were several nonpartisan political web sites—some of which were supported by the Corporation—that aimed to educate citizens about candidates and motivate them to vote. A few years later, a number of the sites have closed. To determine why so many nonpartisan political web sites did not meet expectations in 2000 and 2002, George Washington University's Institute for Politics, Democracy and the Internet is examining the ways in which the web sites developed and measuring the extent to which they reached their goals. The study is expected to determine which features were most successful and make recommendations that can provide a realistic blueprint for nonpartisan sites in the 2004 election and beyond.

Christopher Arterton, Dean, Graduate School of Political Management. www.IPDI.org.

TIDES CENTER, *San Francisco, CA*

YOUTH VOTE COALITION, A NONPARTISAN COALITION
THAT ENCOURAGES CIVIC PARTICIPATION AMONG YOUNG
ADULTS. TWO YEARS, \$300,000.

Youth Vote Coalition, a project of the Tides Center, is one of the nation's largest nonpartisan coalitions working to increase civic and political participation among young people. With a membership of more than 80 national and 1,500 community and state organizations, the coalition sponsors youth-led forums in local and state electoral races, conducts media campaigns that serve as a voice for young people, produces and disseminates public education materials, collects and distributes polling data and holds voter registration and get-out-the-vote drives. With Corporation support, the coalition is undertaking a project to train its board of directors and representatives of its membership organizations in fundraising,

financial management, communications, evaluation and technology.

Rebecca Evans, Executive Director. www.youthvote.org

Removing Structural Barriers to Civic/Electoral Participation

AMERICAN ASSOCIATION OF PEOPLE WITH
DISABILITIES, *Washington, DC*

ELECTORAL REFORM AND VOTER PARTICIPATION
ACTIVITIES IN THE DISABLED COMMUNITY.
ONE YEAR, \$99,600.

Of the 35 million people with disabilities in the United States who are eligible to vote, only 41 percent cast votes in the 2000 U.S. presidential election, a voter turnout that is 11 percent lower than voter turnout in the same election of people who are not disabled. More than 25 percent of the nation's 120,000 polling places are not accessible to people with physical disabilities and there is a lack of uniformity between states that can make access to absentee ballots difficult. As proposals are prepared to obtain federal funds to upgrade and improve voter registration and voting systems, the American Association of People with Disabilities (AAPD) is undertaking a project to educate state election administrators, policymakers and members of the public about the voting needs of the disabled community. The goal is to ensure implementation of national standards for wheelchair access to voting machines and to encourage a more effective absentee ballot system for people with disabilities.

James D. Dickson, Vice President for Governmental Affairs. www.aapd-dc.org

ARAB COMMUNITY CENTER FOR ECONOMIC AND
SOCIAL SERVICES, *Dearborn, MI*

PROVIDING TECHNICAL ASSISTANCE TO COMMUNITY-
BASED ORGANIZATIONS SERVING ARAB AMERICANS.
THREE YEARS, \$300,000.

Established in 1971, the Arab Community Center for Economic and Social Services (ACCESS) is a human

services organization committed to the economic and cultural development of the Arab American community. Its programs, which reach out to Arabs and non-Arabs, Muslims and Christians, and immigrants and long-time residents, aim to meet the needs of low income families, help newly arrived immigrants adapt and foster among Americans a greater understanding of Arab culture as it exists both here and in the Arab world. To meet these goals, ACCESS provides a wide range of social, mental health, educational, artistic, employment, legal and medical services. The organization is now undertaking a project to provide technical assistance to Arab-American community-based organizations, with the goal of building a national infrastructure designed to foster the acculturation of Arab Americans into American civic life.

Ishmael Ahmed, Executive Director.
www.accesscommunity.org

WILLIAM J. BRENNAN, JR., CENTER FOR JUSTICE,
 INC., New York, NY

SUPPORT. ONE YEAR, \$100,000.

In 1995, former clerks of the late Supreme Court Justice William J. Brennan, Jr., founded the New York City-based Brennan Center for Justice. The Brennan Center, which is affiliated with New York University School of Law, is stimulating public debate and helping to lay the legal groundwork on a wide range of political, social and economic issues through its research, litigation, analysis and public education. The Brennan Center provides technical advice, strategic counseling and legal expertise in areas as diverse as campaign finance reform, electoral reform, legal services for the poor and criminal justice.

Thomas R. Gerety, Executive Director.
www.brennancenter.org

CENTER FOR RESPONSIVE POLITICS,
 Washington, DC

FINAL GRANT TOWARD SUPPORT.
 THREE YEARS, \$500,000.

Since 1990, the Center for Responsive Politics has published comprehensive reports detailing campaign

contributions to federal candidates and made them available on its web site (www.opensecrets.org). All reported federal contributions beginning in 1992 are included, searchable by geography and contributor name, industry and employer. In collaboration with the National Institute on Money in State Politics and the Center for Public Integrity, the center is studying unregulated soft money contributions made to state parties in the 2000 elections and beyond. On its "open secrets" web site, the center highlights state data reported by the National Institute on Money and State Politics by creating profiles that detail the major individual and corporate donors to state lawmakers, governors and other elected officials. These state "supersite" profiles allow the institute and the center to produce combined or complementary federal-state reports on the same issues or same donors to better understand which organizations or industries routinely contribute to campaigns and lobby at all levels of government.

Larry Makinson, Senior Fellow. www.opensecrets.org

COMMON CAUSE EDUCATION FUND,
 Washington, DC

SUPPORT. TWO YEARS, \$300,000.

Common Cause, a citizens' lobbying foundation established in 1970 by former Corporation president John Gardner, was created to promote open, accountable government and the right of all citizens to be involved in shaping the nation's public policies. In 2001, the Corporation was one of the founding supporters of the Common Cause Education Fund, the research and public education arm of Common Cause. Over the next two years, the fund's program is focusing on three themes: democratic reform, citizen engagement and government accountability. In particular, it will consider the challenges and opportunities of public financing for federal candidates and other campaign financing reforms; the implementation of the Help America Vote Act of 2002; and the motivation of citizens, including the young, to participate in the political process.

Chellie Pingree, President. www.commoncause.org

DEMOCRACY 21 EDUCATION FUND,
Washington, DC

FINAL GRANT TOWARD SUPPORT. TWO YEARS, \$250,000.

Democracy 21 Education Fund provides nonpartisan information on soft money contributions—unregulated political funds raised from corporations, unions and individuals—and on the affects of soft money contributions on the democratic process. During the next two years, the fund is undertaking public education activities and generating materials to help ensure the effective implementation of the new soft-money ban—the Bipartisan Campaign Reform Act of 2002. In addition, it is focusing efforts on reforming the Federal Election Commission and, in collaboration with the Alliance for Better Campaigns and other groups, supporting the establishment of a system of free television air time for candidates.

Fred Wertheimer, President. www.democracy21.org

DEMOS: A NETWORK FOR IDEAS AND ACTION, LTD.,
New York, NY

ELECTORAL REFORM RESEARCH AND PUBLIC EDUCATION.
TWO YEARS, \$300,000.

Two years following the 2000 voting machine debacle, election reform has reached an important moment with the passage of significant electoral reform legislation at the federal level. The Help America Vote Act provides approximately \$3.9 billion to help modernize voter registration and voting in the United States, and in order to access those funds, over the next four years, each state will be required to develop a plan to improve its infrastructure for elections and voting. Demos: A Network for Ideas & Action is poised to play a critical role in convening public interest nationally and at the state level on the details of implementing particular voting and election reforms. Through commissioned research and a targeted public education and dissemination strategy, Demos will work to ensure that state legislators, election administrators and the public consider the effectiveness of electoral reforms.

Miles Rapoport, President.

GEORGETOWN UNIVERSITY, *Washington, DC*

SUPPORT OF JUSTICE AT STAKE FOR COALITION BUILDING AND PUBLIC EDUCATION AROUND JUDICIAL CAMPAIGN FINANCING. TWO YEARS, \$200,000.

Founded at Georgetown University in October 2000, the Justice at Stake campaign is a national, nonpartisan partnership that aims to protect and promote judicial independence through public education, civic engagement and campaign finance reform. The campaign's forty-two partners, many of whom are Corporation grantees, work to reduce the power of money and special interests in the appointment of judges, shield the courts and judges from excessive partisan pressure and provide the public with the information needed to support independent courts. The Justice at Stake campaign's mission is to coordinate and maximize the effectiveness of its partners' strategic planning, communications, organizing and coalition building.

Geri Palast, Executive Director, Justice at Stake Campaign.

LEADERSHIP CONFERENCE ON CIVIL RIGHTS
EDUCATION FUND, INC., *Washington, DC*

PUBLIC EDUCATION AND OUTREACH ON
IMPLEMENTATION OF THE REQUIREMENTS OF THE
HELP AMERICA VOTE ACT. TWO YEARS, \$175,000.

In 2002, Congress enacted the Help America Vote Act (HAVA), a bill that seeks to resolve many of the systematic failures that surfaced in 2000 by calling on states to replace outdated voting systems, educate voters on voting procedures and citizens' rights, make polling places more accessible to people with disabilities, create statewide voter registration databases that can be effectively managed and updated, improve ballot review procedures and create provisional balloting systems. The Leadership Conference on Civil Rights Education Fund is working at the state level to ensure successful implementation of the major reforms mandated by HAVA. The fund is convening a national coalition to educate members of Congress about the need for strong implementation of the bill, including adequate funding and oversight; fostering coordination between key national organizations and local coalitions; and developing educational materials and communications strategies to help inform state

and local policymakers, the press and the public about the importance of effective implementation.

Karen McGill Lawson, Executive Director.
www.civilrights.org

MASSACHUSETTS INSTITUTE OF TECHNOLOGY,
Cambridge, MA

JOINT PROJECT WITH THE CALIFORNIA INSTITUTE
OF TECHNOLOGY TO EXPLORE THE CHALLENGES
AND OPPORTUNITIES OF INTERNET VOTING.
ONE YEAR, \$273,200.

In the wake of the 2000 elections, the Corporation supported research on new voting technologies and systems by a joint team of scholars from the Massachusetts Institute of Technology and the California Institute of Technology. With this grant, the team is conducting a project to explore the promise and challenges of Internet voting. Previous experiments in Internet and electronic voting are being mapped, and Internet voting is being compared with other systems of convenience voting (such as absentee, mail-in and advance voting), especially in relation to security, accessibility, reliability and usability. In fall 2003, the project hosted a conference convening policymakers, researchers, firms and public interest groups working on Internet voting. The conference considered both the sociological and technological issues surrounding electronic voting and modes of convenience voting.

Charles Stewart, Professor of Political Science.

UNIVERSITY OF MICHIGAN, *Ann Arbor, MI*

ONE-TIME FUNDING TOWARD A NATIONAL STUDY ON
THE 2002 ELECTIONS. ONE YEAR, \$150,000.

The 2002 midterm Congressional elections call for a thorough, systematic analysis; the elections mark the first national campaign following the close presidential run of 2000 and the terrorist attacks of September 11, 2001. The University of Michigan's National Election Study, which has been carried out in a comparable series of studies for the past fifty years, is conducting a midterm election study in 2002 to illuminate the ways in which the historical events of 2000 and 2001 and

ensuing interpretations by public officials, journalists, academics and other opinion leaders have informed public opinion. Over 2,000 Internet pages link to the study's site, allowing researchers, journalists and policymakers in the United States and abroad to gain access to its data.

*Nancy Burns, Henry Simmons Frieze Associate Professor
of Political Science.*

NALEO EDUCATIONAL FUND, INC.,
Los Angeles, CA

AN IMMIGRANT CIVIC EDUCATION PROJECT.
TWO YEARS, \$350,000.

The 2000 presidential election underscored the importance of providing citizens with unobstructed access to one of the most fundamental tools of participatory democracy—the right to vote—and illustrated the necessity of building future confidence in the electoral process, especially given the low voter turnout among many segments of the American electorate. This is particularly true among Latinos, who represent nearly 13 percent of the U.S. population but only 5 percent of the U.S. electorate. For two decades, the NALEO Educational Fund has led a bipartisan effort to promote the political participation of Latinos nationwide. The fund's civic education program includes naturalization assistance and voter education, mobilization and advocacy.

Arturo Vargas, Executive Director. www.naleo.org

NATIONAL ASIAN PACIFIC AMERICAN LEGAL
CONSORTIUM, INC., *Washington, DC*

CIVIC AND VOTER PARTICIPATION ACTIVITIES IN
THE SOUTHEAST ASIAN AMERICAN COMMUNITY,
AND FOR INSTITUTIONAL STRENGTHENING.
TWO YEARS, \$300,000.

Established by the Ford Foundation and the Corporation in 1993, the National Asian Pacific American Legal Consortium (NAPALC) is one of the nation's leading voices on public policies that impact the Asian Pacific American community. Building on its affiliation with regionally based Asian American legal defense funds—the Asian American

Legal Defense and Education Fund of New York, Asian Law Caucus of San Francisco and Asian Pacific American Legal Center of Southern California—the consortium has also increased collaboration with other coalitions and communities over the years. Together with the Southeast Asia Resource Action Center and the Asian Pacific American Legal Center of Southern California, Inc., the consortium is launching the Voting Orientation Training and Empowerment Project (VOTE) to increase civic engagement in Southeast Asian communities in the United States through training workshops and support for local activities in naturalization, voter registration, voter education, turnout analysis and exit polling.

Karen K. Narasaki, Executive Director. www.napalc.org

NATIONAL COALITION ON BLACK CIVIC PARTICIPATION, INC., *Washington, DC*

NATURALIZATION, VOTER REGISTRATION AND EDUCATION OUTREACH PROGRAMS FOR AFRICAN AMERICANS AND BLACK IMMIGRANTS.

TWO YEARS, \$250,000.

Founded in 1976, the National Coalition on Black Civic Participation aims to increase voter turnout among African Americans and black immigrants. Comprising eighty-six member organizations, the coalition's programs include Operation Big Vote!, a nationally recognized voter registration and education effort. Through this and other initiatives, the coalition has trained and engaged African American and black community leaders and organizers in identifying and overcoming barriers to voter participation. In 2004, the coalition will undertake naturalization, voter registration and education and mobilization outreach efforts, especially among black youth and immigrants.

Melanie L. Campbell, Executive Director and Chief Executive Officer. www.bigvote.org

NATIONAL COUNCIL OF LA RAZA, *Washington, DC*

LATINO NATURALIZATION, VOTER REGISTRATION AND EDUCATION PROJECT. TWO YEARS, \$200,000.

Through a targeted and sustained education campaign,

the National Council of La Raza (NCLR) aims to significantly increase voter registration and turnout among Latino voters in the 2004 elections. Working in approximately fifteen sites across the country, NCLR is forming partnerships with local community-based organizations to identify Latino voters and implement a multi-faceted field and public education campaign revolving around a strategy of repetitive contact designed to register new and unlikely voters, in particular. In addition, the coalition is developing and carry out a strategy to identify candidates for naturalization, help these individuals access the services and instruction necessary to satisfy citizenship requirements, provide ongoing support through the naturalization process and register these new citizens to vote.

Charles Kamasaki, Senior Vice President, Office of Research, Advocacy and Legislation. www.nclr.org

NATIONAL INSTITUTE ON MONEY IN STATE POLITICS, *Helena, MT*

SUPPORT. TWO YEARS, \$500,000.

Modeled on the Center for Responsive Politics, which operates at the federal level, the National Institute on Money in State Politics was created in 1997 to provide unbiased documentation and research on campaign finance at the state level. Through the institute's searchable database and online reports, academics, activists, journalists, attorneys and interested citizens can access accurate and timely information and analysis on state-based donor and campaign-spending activities.

Edwin Bender, Executive Director. www.followthemoney.org

NATIONAL VOTING RIGHTS INSTITUTE, *Boston, MA*

FINAL GRANT TOWARD SUPPORT. TWO YEARS, \$400,000.

Founded in 1994, the National Voting Rights Institute (NVRI) aims to promote campaign finance reform at the local, state and federal level and strengthen the right of citizens, regardless of economic status, to participate in the electoral process. Through its integrated program of litigation, public education and coalition building,

NVRI assists grassroots reformers by serving as a legal defense and advisory center and defending state and local campaign finance reform legislation and ballot initiatives under challenge.

John C. Bonifaz, Executive Director. www.nvri.org

NORTHEAST ACTION, INC., *Boston, MA*

FINAL GRANT TOWARD PROVIDING TECHNICAL ASSISTANCE ON IMPLEMENTING STATE-BASED CAMPAIGN FINANCING REFORMS.
ONE YEAR, \$150,000.

Northeast Action is a regional support center for a network of citizen action organizations and coalitions in the six New England states and New York State. A central activity is its money and politics project, which supports research and public education efforts in Connecticut, Maine, Massachusetts, New Hampshire, New York and Vermont, with the goal of building public consensus for campaign finance reform. Since the inception of the project in 1992, Northeast Action has witnessed better public understanding of campaign financing issues and the passage of adequate public financing of statewide elections in Maine, Massachusetts, Vermont and Arizona. In addition to its ongoing work on campaign finance reform, the center is working on implementing voting reforms and increasing civic participation in the region.

Cynthia Ward, Executive Director. www.northeastaction.org

UNIVERSITY OF PENNSYLVANIA, *Philadelphia, PA*

A MODEL OF THE FELS INSTITUTE OF GOVERNMENT'S VOTING INDEX PROJECT AND AN EDUCATIONAL PROGRAM FOR STATE AND LOCAL VOTING OFFICIALS.
ONE YEAR, \$139,000

To gauge and understand the extent to which states are using the provisions of the Help America Vote Act (HAVA) to improve their voting infrastructure, the Fels Institute of Government at the University of Pennsylvania, with a small Corporation grant, developed a voting index scorecard that grades states' performance as they begin to implement HAVA. It also highlights best practices and other transferable information. The institute is now undertaking a

project to provide state and local voting officials in Delaware, New Jersey and Pennsylvania with technical assistance in implementing improved voting processes. The project will also undertake a pre- and post-program study of state and local voting practices to measure and evaluate each state's voting systems and the impact of the educational program on implementing voting reforms. If the limited test is successful, the project may be expanded to other states.

Christopher Patusky, Deputy Director and Chief Operating Officer, Fels Institute of Government. www.fels.upenn.edu

PUBLIC INTEREST PROJECTS, *New York, NY*

IMMIGRANT CIVIC INTEGRATION IN THE STATES.
ONE YEAR, \$1,000,000.

According to the 2000 U. S. Census, there are twice as many immigrants in the U.S. now as there were in 1970, and one third of these individuals arrived in the last ten years. The immigrant civic engagement funder collaborative, a project of Public Interest Projects (PIP), is an effort by individual donors and foundations to pool funds and make grants in support of several state and local organizations engaged in work to increase and encourage immigrant civic integration, particularly in states and regions in the U.S. that are new to receiving large numbers of immigrants. PIP is a public charity founded in 1984, which serves as a conduit for funder collaboratives, providing professional staffing, technical assistance and oversight for a small number of grantmaking initiatives.

Michele Lord, Program Manager, Four Freedoms Fund.

Strengthening the Nonprofit and Philanthropic Sector

CHARITY LOBBYING IN THE PUBLIC INTEREST, *Washington, DC*

TOWARD SUPPORT. TWO YEARS, \$250,000.

Established in 1998, Charity Lobbying in the Public Interest (CLPI) is a national organization focused on educating nonprofits about the important and

appropriate role that lobbying and participation in public policy can play in serving their missions. To address the misperception among many nonprofit organizations that lobbying is illegal, unimportant or unethical, CLPI conducts trainings, operates a web site that provides free information about all aspects of advocacy, develops curricula for graduate-level nonprofit management programs and plays a leadership role in highlighting advocacy and public policy skills as critical to nonprofit sustainability.

David Arons, Co-Director.

FOCUS PROJECT, INC., *Washington, DC*

ENGAGING NONPROFIT ORGANIZATIONS IN A NATIONAL EFFORT TO STREAMLINE AND USE FEDERAL GRANTS PROCESSES. TWO YEARS, \$160,000.

Despite a reliance on federal grants to carry out their missions, most nonprofit organizations continue to struggle with the complicated, duplicative and inconsistent application and monitoring processes associated with government funding. Recognizing that fundraising and diversified income streams—especially those that help nonprofits reduce their reliance on foundation support—are essential to building organizational capacity over the long term, Focus Project, known as OMB Watch, is undertaking an effort to ensure the participation of nonprofits in streamlining the federal grants process. In addition, the organization, which offers ongoing technical assistance to nonprofits to help them comply with federal grant rules, is producing a series of resource guides on issues related to the federal grants process and developing a “one-stop source” on federal grants procedures for its web site.

Kay Guinane, Director, OMB Watch, Community Education Center. www.ombwatch.org

GROUNDSPRING.ORG, *San Francisco, CA*

FINAL GRANT TOWARD SUPPORT. ONE YEAR, \$200,000.

Housed at the Tides Foundation, Groundspring.org (formerly known as eGrants.org) is a nonprofit organization that provides simple, affordable and integrated services for small to medium-sized nonprofit organizations to help them become effective users of internet technology in their fundraising and management strategies. Groundspring offers software tools and services—including a low-cost e-commerce infrastructure that allows nonprofits to accept immediate credit card donations online—and training that help nonprofit organizations raise funds and communicate with their stakeholders online, and manage their operations more effectively. Over the next year, Groundspring will continue to help nonprofit organizations raise funds and cultivate new donor relationships by improving its online fundraising systems.

Dan Geiger, Executive Director. www.groundspring.org

IMPACT ONLINE INC., *San Francisco, CA*

FINAL GRANT TOWARD SUPPORT. ONE YEAR, \$400,000.

Established in 1998, VolunteerMatch provides accessible and affordable online services that match nonprofit organizations with potential volunteers. VolunteerMatch also serves as a channel through which nonprofit organizations can solicit donations, and offers for-profit companies customized web services that link employees interested in volunteering with nonprofits. Over the next year, VolunteerMatch seeks to grow its nonprofit and volunteer participation and increase its revenue earned through corporate partnerships. Capacity building will also be a priority for VolunteerMatch, specifically, managing the organization's rapid expansion, seeking new opportunities to sustain the agency and installing the systems and support processes required of a growing enterprise.

Jay Backstrand, President and Chief Executive Officer. www.impactonline.org

INTERACTION: AMERICAN COUNCIL FOR
VOLUNTARY INTERNATIONAL ACTION, INC.,
Washington, DC

STRENGTHENING THE MEASUREMENT AND
ENFORCEMENT OF MANAGEMENT, GOVERNANCE
AND OPERATING STANDARDS AMONG NONPROFITS.
TWO YEARS, \$250,000.

While there is a growing public demand for more accountability among nonprofit organizations, there have been few resources available to help institutions incorporate systems and procedures that demonstrate such accountability in the critical areas of financial management, fundraising, governance and program performance. With Corporation support, InterAction, the nation's largest alliance of U.S.-based international development and humanitarian nongovernmental organizations, is launching an effort to strengthen the nonprofit management, governance and operating standards it has developed for its membership. The goal is to promote the standards as a model for other nonprofits in the United States and abroad.

Kenneth Giunta, Vice President and Chief Executive Officer.
www.interaction.org

NATIONAL COUNCIL OF NONPROFIT
ASSOCIATIONS, *Washington, DC*

SUPPORT. TWO YEARS, \$500,000.

Founded in 1989, the National Council of Nonprofit Associations represents 37 state nonprofit associations, which provide capacity-building services and assistance to thousands of small and mid-sized nonprofits in their states. The council convenes leaders of these state associations to share information and best practices, provides nonprofits with resources that help manage and govern their organizations effectively and advocates for the sector in policy debates at the state and national levels. As nonprofits face increasing challenges, the council is developing several new initiatives to help state nonprofit associations and their nonprofit members build their capacity to manage and lead themselves more effectively, increase their impact and strengthen their collective voice on important public policy issues that affect the nonprofit sector in states and nationally.

Audrey R. Alvarado, Executive Director. www.ncna.org

CITY UNIVERSITY OF NEW YORK, *New York, NY*

RESEARCH, EVALUATION AND DISSEMINATION RELATED
TO THE COALITION FOR NEW PHILANTHROPY,
A MULTI-YEAR INITIATIVE TO ENCOURAGE STRATEGIC
PHILANTHROPY AMONG COMMUNITIES OF COLOR.
TWO YEARS, \$150,000.

Recognizing the growth in the number of African American, Latino, and Asian American donors, the Coalition for New Philanthropy was established in 2001 to test whether and to what extent these new donors would be interested in contributing to community-based nonprofit organizations working on improving conditions for disadvantaged populations. The City University of New York, the New York Regional Association of Grantmakers and three racial/ethnic funds comprise the coalition; its three-year demonstration project works with existing ethnic civic voluntary associations to offer educational outreach on alternative philanthropic opportunities for middle-class and affluent people of color. Research, evaluation and dissemination, which are conducted in tandem with programmatic activities, are major components of the initiative, allowing the coalition to assess the feasibility of replicating this model in other cities and regions.

Jessica Chao, Project Consultant, Coalition for New Philanthropy.

NONPROFIT FINANCE FUND, *New York, NY*

FIELD-BUILDING INITIATIVE TO HELP NONPROFITS
UNDERSTAND CAPITAL STRUCTURE AND CAPITALIZATION
AND APPLY THESE PRINCIPLES AS PART OF STANDARD
OPERATING PROCEDURES. TWO YEARS, \$200,000.

An important part of nonprofit capacity-building is capitalization and capital structure—the distribution, nature and magnitude of an organization's assets, liabilities and net assets. However, many nonprofit and foundation managers do not understand the significance of capitalization and capital structures, nor are they able to make related assessments that can ensure long-term viability for their institutions. To address this issue, the Nonprofit Finance Fund—the nation's leading national financial intermediary dedicated to serving nonprofit organizations—has

launched a two-year knowledge-development and field-building effort to raise awareness about why capitalization should become a distinct area of practice in nonprofit capacity-building, financing and grantmaking and provide guidance to nonprofits and funders on how to apply capitalization principles in their work.

Clara Miller, President. www.nonprofitfinancefund.org

PHILANTHROPIC RESEARCH, INC.,
Williamsburg, VA

SUPPORT FOR GUIDESTAR, A NATIONAL DATABASE OF
NONPROFIT ORGANIZATIONS. ONE YEAR, \$300,000.

Established in 1994, GuideStar—the operating name of Philanthropic Research—is a web site that contains information on more than 850,000 tax exempt charitable organizations. The free, public Internet service is the nation's leading source of programmatic and financial data on all nonprofit organizations that are eligible to receive tax deductible contributions and are also listed in the Internal Revenue Service's Business Master File. The web site is available to donors, journalists, researchers and members of the public who are interested in obtaining information about nonprofits. Through an aggressive capacity-building effort, GuideStar is enhancing its services and generating a larger share of its operating budget from sustainable revenue lines.

*Robert Ottenhoff, President and Chief Executive Officer.
www.guidestar.org*

Other

SAVE THE CHILDREN FEDERATION, INC.,
Westport, CT

ONE-YEAR GRANT OF \$250,000 TOWARD SUPPORT FOR
YOUTHNOISE, A WEB SITE THAT CONNECTS TEENS
WITH OPPORTUNITIES FOR CIVIC ENGAGEMENT.

YouthNOISE was established in 2001 to harness the Internet's potential to reach the vast majority of teens who are not currently involved in civic or political activities. Launched as a special project of

Save the Children, YouthNOISE rapidly has become the nation's only Internet-based infrastructure focused on increasing youth civic engagement across a spectrum of civic activities—from community service to advocating legislation. During the next two years, YouthNOISE will engage in several efforts to build its capacity, reach a larger audience and solidify its position as a major civic engagement Internet site for young people worldwide.

Diane L. Ty, President and Co-Founder.

Discretionary Grants

ADVERTISING COUNCIL INC., *New York, NY*

FOUR-MONTH GRANT OF \$25,000 TOWARD A SEMINAR
ON PUBLIC SERVICE COMMUNICATION

AMERICAN BAR ASSOCIATION FUND FOR JUSTICE
AND EDUCATION, *Chicago, IL*

ONE-YEAR GRANT OF \$49,500 TOWARD AN EFFORT
TO MOBILIZE THE PRIVATE BAR TO DEFEND DETAINED
IMMIGRANTS AND REFUGEES

AMERICAN ENTERPRISE INSTITUTE FOR PUBLIC
POLICY RESEARCH, *Washington, DC*

ONE-YEAR GRANT OF \$50,000 TOWARD A JOINT
PROJECT WITH THE BROOKINGS INSTITUTION TO
FORM A BIPARTISAN COMMISSION TO CONSIDER WAYS
TO ENSURE THE CONTINUITY OF GOVERNMENT AFTER
A TERRORIST ATTACK

SAINT ANSELM COLLEGE, *Manchester, NH*

SIX-MONTH GRANT OF \$25,000 TOWARD TWO
CONVENINGS OF LEADERS FROM NATIONAL NONPROFIT
ORGANIZATIONS ENGAGED IN INNOVATIVE EFFORTS TO
IMPROVE CIVIC EDUCATION AND CITIZENSHIP AMONG
HIGH SCHOOL AND COLLEGE-AGE YOUTH

ASIAN PACIFIC AMERICAN LEGAL CENTER OF
SOUTHERN CALIFORNIA, INC., *Los Angeles, CA*

ONE-YEAR GRANT OF \$50,000 TOWARD PRODUCTION
AND DISSEMINATION OF A VIDEO ON THE NATURALIZA-
TION PROCESS

BALLOT INITIATIVE STRATEGY CENTER
FOUNDATION, *Washington, DC*

ONE-YEAR GRANT OF \$50,000 TOWARD RESEARCH AND
PUBLIC EDUCATION ON THE FINANCING OF BALLOT
INITIATIVES

UNIVERSITY OF CALIFORNIA, *Berkeley, CA*

ONE-YEAR GRANT OF \$25,000 TOWARD A STUDY OF THE
EFFECT OF POST-VOTER REGISTRATION LAWS ON VOTER
TURNOUT AMONG IMMIGRANTS, LANGUAGE AND RACIAL
MINORITIES, AND LOW-INCOME VOTERS

CATHOLIC LEGAL IMMIGRATION NETWORK, INC.,
Washington, DC

THIRTEEN-MONTH GRANT OF \$25,000 TOWARD A
PILOT PROJECT TO IMPROVE NATURALIZATION SERVICES
AND CIVIC INTEGRATION IN IMMIGRANT COMMUNITIES
ON THE BORDER BETWEEN THE UNITED STATES AND
MEXICO

CENTER FOR GOVERNMENTAL STUDIES, INC.,
Los Angeles, CA

FIVE-MONTH GRANT OF \$25,000 TOWARD THE WRITING
AND PUBLICATION OF A PRIMER ON PUBLIC FINANCING
OF ELECTORAL CAMPAIGNS

CENTER FOR INVESTIGATIVE REPORTING, INC.,
San Francisco, CA

ONE-YEAR GRANT OF \$50,000 TOWARD AN INVESTIGA-
TION OF SURVEILLANCE TECHNOLOGIES, NEW GOVERN-
MENT INTELLIGENCE-GATHERING POLICIES, AND
THE IMPACT ON U.S. DEMOCRACY, INCLUDING CIVIL
LIBERTIES

THE CENTURY FOUNDATION, *New York, NY*

ONE-YEAR GRANT OF \$30,000 TOWARD A CONFERENCE
ON SECURITY, TECHNOLOGY, AND PRIVACY

COMMONWEALTH CLUB OF CALIFORNIA ST.
FRANCIS HOTEL, *San Francisco, CA*

SIX-MONTH GRANT OF \$30,000 TOWARD A CONFERENCE
ON THE HEALTH OF U.S. CIVIL SOCIETY AND DEMOCRACY

COMMUNITY RESOURCE EXCHANGE, INC.,
New York, NY

NINE-MONTH GRANT OF \$25,000 TOWARD A LONGITUDI-
NAL STUDY TO ASSESS THE EFFECTIVENESS OF CAPACITY-
BUILDING NONPROFIT ORGANIZATIONS

COUNCIL FOR EXCELLENCE IN GOVERNMENT,
Washington, DC

ONE-YEAR GRANT OF \$25,000 TOWARD THE CONGRESS
TO CAMPUS PROGRAM OF THE CENTER FOR DEMOCRACY
AND CITIZENSHIP

DEMOCRACY MATTERS INSTITUTE, *Hamilton, NY*

ONE-YEAR GRANT OF \$50,000 TOWARD ITS CAMPUS
COORDINATOR PROGRAM

EDUCATION COMMISSION OF THE STATES,
Denver, CO

FOUR-MONTH GRANT OF \$46,700 FOR THE DEVELOP-
MENT OF AN ORGANIZATIONAL AND STRATEGIC PLAN
TO PROMOTE COMPREHENSIVE APPROACHES TO CIVIC
EDUCATION

FANNIE LOU HAMER PROJECT, INC.,
Kalamazoo, MI

ONE-YEAR GRANT OF \$50,000 TOWARD SUPPORT

GEORGETOWN UNIVERSITY, *Washington, DC*

ONE-YEAR GRANT OF \$50,000 FOR USE BY THE INSTITUTE FOR THE STUDY OF INTERNATIONAL MIGRATION, TOWARD RESEARCH AND DISSEMINATION OF BEST PRACTICES IN INTEGRATING IMMIGRANTS IN NEW SETTLEMENT AREAS

GRANTMAKER FORUM ON COMMUNITY & NATIONAL SERVICE, *Berkeley, CA*

ONE-YEAR GRANT OF \$16,000 TOWARD A PUBLICATION THAT IDENTIFIES EXAMPLES OF MODEL PROGRAMS ACROSS THE COUNTRY THAT LINK SERVICES AND CITIZENSHIP

HUDSON INSTITUTE, INC., *Washington, DC*

ONE-YEAR GRANT OF \$25,000 TOWARD CONGRESSIONAL BRIEFINGS ON CAMPAIGN FINANCING ISSUES

INDEPENDENT SECTOR, *Washington, DC*

ONE-YEAR GRANT OF \$50,000 TOWARD THE ELECTRONIC DATA INITIATIVE FOR NONPROFITS, A COALITION EFFORT TO STREAMLINE THE REPORTING, MANAGEMENT, AND DISSEMINATION OF NONPROFIT DATA THROUGH ELECTRONIC TECHNOLOGY

INTERNATIONAL CENTER IN NEW YORK, *New York, NY*

ONE-YEAR GRANT OF \$25,000 TOWARD EXPANSION AND REPLICATION OF ITS ENGLISH-LANGUAGE TRAINING PROGRAM

LAWYERS' COMMITTEE FOR CIVIL RIGHTS UNDER LAW, *Washington, DC*

ONE-YEAR GRANT OF \$25,000 TOWARD A CONFERENCE TO EXAMINE TRENDS IN CIVIL RIGHTS LAW

NATIONAL BLACK UNITED FUND, INC., *Newark, NJ*

ONE-YEAR GRANT OF \$25,000 TOWARD THE STATE OF BLACK PHILANTHROPY, A JOINT STUDY WITH THE NATIONAL COMMITTEE FOR RESPONSIVE PHILANTHROPY

NATIONAL CIVIC LEAGUE OF COLORADO, INC., *Denver, CO*

ONE-YEAR GRANT OF \$15,000 TOWARD A CONFERENCE TO CONVENE AND ENCOURAGE BETTER COLLABORATION BETWEEN THE ELECTORAL REFORM AND CIVIL RIGHTS COMMUNITIES

NATIONAL PRIORITIES PROJECT, *Northampton, MA*

ONE-YEAR GRANT OF \$25,000 TOWARD PROMOTION OF ITS DATABASE, WHICH ALLOWS USERS TO CREATE CUSTOMIZED, STATE-SPECIFIC COMPARATIVE TABLES BASED ON THE FEDERAL BUDGET

NEW SCHOOL UNIVERSITY, *New York, NY*

ONE-YEAR GRANT OF \$50,000 TOWARD A RESEARCH PROJECT ON THE DOMESTIC ARMS LOBBY AND THE INTERSECTION OF CAMPAIGN FINANCING IN SHAPING THE SIZE AND CONTENT OF THE POST-SEPTEMBER 11 MILITARY BUILD-UP

NEW YORK COMMUNITY TRUST, *New York, NY*

ONE-YEAR GRANT OF \$50,000 TOWARD GENERAL SUPPORT OF THE FUND FOR NEW CITIZENS

NEW YORK FAIR ELECTIONS PROJECT, INC., *New York, NY*

SIX-MONTH GRANT OF \$10,000 TOWARD A CONFERENCE ON CAMPAIGN FINANCE REFORM IN NEW YORK STATE

NONPROFIT COORDINATING COMMITTEE OF NEW YORK, INC., *New York, NY*

FIVE-YEAR GRANT OF \$4,875 TOWARD MEMBERSHIP SUPPORT IN 2002, 2003, 2004, 2005 AND 2006

PHILANTHROPY ROUNDTABLE, *Washington, DC*

ONE-YEAR GRANT OF \$5,000 TOWARD MEMBERSHIP SUPPORT IN 2002

PUBLIC ALLIES, INC., *Milwaukee, WI*

SIX-MONTH GRANT OF \$10,000 TOWARD DISSEMINATION OF THE RESULTS OF A NATIONAL POLL ON YOUNG ADULTS' VIEWS ABOUT COMMUNITY SERVICE, CIVIC ENGAGEMENT AND RACIAL TOLERANCE

PUBLIC INTEREST PROJECTS, *New York, NY*

ONE-YEAR GRANT OF \$25,000 TOWARD A RESEARCH, MAPPING, AND PLANNING PROJECT THAT WILL SERVE AS THE BASIS FOR DESIGNING A COLLABORATIVE NATIONAL YOUTH CIVIC ENGAGEMENT STRATEGY

SOUTHERN RURAL DEVELOPMENT INITIATIVE, INC., *Raleigh, NC*

THIRTEEN-MONTH GRANT OF \$25,000 TOWARD PLANNING A REGIONAL PROJECT TO MEET THE CAPACITY-BUILDING NEEDS OF SMALL OR UNDER-CAPITALIZED NONPROFIT ORGANIZATIONS IN THE SOUTH

TIDES CENTER, *San Francisco, CA*

EIGHT-MONTH GRANT OF \$25,000 TOWARD A COLLOQUIUM TO SHARE BEST PRACTICES OF VOTER REGISTRATION/EDUCATION TECHNIQUES, COORDINATED BY WOMENVOTE, IN PREPARATION FOR THE 2004 ELECTIONS

TUFTS UNIVERSITY, *Medford, MA*

ONE-YEAR GRANT OF \$25,000 TOWARD SUPPORT FOR THE LINCOLN FILENE CENTER FOR CITIZENSHIP AND PUBLIC AFFAIRS' RESEARCH AND PUBLIC EDUCATION ABOUT THE ROLES AND CONTRIBUTIONS OF PHILANTHROPY, VOLUNTARY ACTION AND CIVIL SOCIETY

VERMONT ALLIANCE OF NONPROFIT ORGANIZATIONS, *Burlington, VT*

ONE-YEAR GRANT OF \$25,000 TOWARD EVALUATION OF A PILOT PROJECT TO HELP COMMUNITY-BASED NON-PROFIT ORGANIZATIONS USE TECHNOLOGY TO BUILD THEIR POLICY ADVOCACY CAPACITY

VOLUNTEER CONSULTING GROUP, INC., *New York, NY*

SIX-MONTH GRANT OF \$50,000 TOWARD ASSESSMENT OF BOARDNETUSA, AN INTERNET-BASED PROJECT TO MATCH TRUSTEES AND BOARD CANDIDATES WITH NON-PROFIT ORGANIZATIONS

WORLD AFFAIRS COUNCIL OF NORTHERN CALIFORNIA, *San Francisco, CA*

SIX-MONTH GRANT OF \$50,000 TOWARD SUPPORT FOR A FORUM ON GLOBAL PHILANTHROPY

YOUTH E-VOTE, INC., *Washington, DC*

ONE-YEAR GRANT OF \$25,000 TOWARD AN INITIATIVE TO ORGANIZE HIGH SCHOOL STUDENTS NATIONALLY TO ENCOURAGE THEIR PARENTS AND PEERS TO VOTE

Special Opportunities Fund

AMERICAN UNIVERSITY OF BEIRUT,
Beirut, Lebanon

A PROGRAM TO PROMOTE UNDERSTANDING BETWEEN
THE UNITED STATES AND THE ISLAMIC WORLD.
ONE YEAR, \$94,900.

Bridging the gap of knowledge and understanding between the United States and the Islamic world has been particularly important in the aftermath of September 11, 2001. Toward that goal, the American University of Beirut is launching a program to bring scholars and educators from the Islamic world to the United States for academic visits at U.S. colleges and universities. In addition to teaching one to two classes, the scholars will provide expertise for both the host institution and other organizations and groups in the area. The program will match the interests of the host colleges with the experience and availability of the selected academics, helping the colleges to design a week-long program of classroom visits, lectures, panels, seminars, workshops and informal discussions. The Institute of International Education's Council for International Exchange of Scholars will provide support for the program in the United States.

Abdul Hamid Hallab, Professor.

CENTER FOR STRATEGIC AND INTERNATIONAL
STUDIES, INC., *Washington, DC*

A STUDY OF THE BARRIERS TO MODERNIZATION
AND DEMOCRATIZATION IN THE MUSLIM WORLD.
EIGHTEEN MONTHS, \$171,900.

The Center for Strategic and International Studies is undertaking a yearlong study to identify the principal reasons that the processes of modernization and democratization in the Muslim world have lagged. The findings of this study are to form the basis for developing distinct sets of recommendations on how to overcome—or at least to mitigate—the impact of factors responsible for the current situation in the Islamic world. These recommendations will be targeted to key policymakers in both the Muslim world and elsewhere; regional and international

organizations engaged in the process of social, economic and political development; and nongovernmental organizations involved in similar activities.

Shireen Hunter, Director, Islam Studies Program.
www.csis.org

CIVICUS: WORLD ALLIANCE FOR CITIZEN
PARTICIPATION, INC., *Washington, DC*

SUPPORT. TWO YEARS, \$225,000.

Established in 1994, CIVICUS aims to strengthen civil society internationally by supporting and facilitating a global network of nonprofit organizations. As a convener, CIVICUS encourages cross-sector and cross-disciplinary dialogue among practitioners with mutually relevant strategies and/or issue areas, grassroots organizations and organizations working on global policy formation. CIVICUS also produces and disseminates resource materials and publications on global issues related to civil society and citizen participation. Today, CIVICUS has become the largest cross-sectoral civil-society alliance in the world, with more than 625 member organizations representing 106 countries. Corporation funds are helping CIVICUS to build its capacity by improving its monitoring and evaluation systems, outreach and planning efforts and programs.

Kumi Naidoo, Secretary General and Chief Executive Officer. *www.civicus.org*

COMMUNITY FOUNDATION FOR THE NATIONAL
CAPITAL REGION, *Washington, DC*

ADMINISTRATIVE COSTS OF THE LAURA BUSH
FOUNDATION FOR AMERICA'S LIBRARIES.
ONE YEAR, \$300,000.

The First Lady of the United States, Laura Bush, is a librarian, and throughout her private and public life she has promoted reading and learning—especially for young children—in Texas and at the national level. Now, she is the Honorary Chair of the Laura Bush Foundation for America's Libraries. Its mission is to

support the education of the nation's children by providing funds to update, extend and diversify the book and print collections of America's school libraries. The goal is to raise a \$25 million endowment from which \$1 million will be made available annually in competitive grants to school libraries, nationally. Given the Corporation's longstanding link to libraries and early childhood education and literacy, the Corporation is joining the John D. and Catherine T. MacArthur and the Bill & Melinda Gates foundations in a one-time contribution to the Laura Bush Foundation's administrative costs.

Margaret E. Pearson, Director of Accounting.
www.laurabushfoundation.org

HUMAN RIGHTS WATCH, INC., New York, NY

SUPPORT. ONE YEAR, \$200,000.

Human Rights Watch conducts timely research on human rights abuses worldwide and advocates for policy changes in over seventy countries. In the past year, Human Rights Watch sent missions to assess human rights conditions in Iraq and Afghanistan and encouraged the United States to make aid to Colombia conditional on that country's fulfillment of basic human rights. The organization also applied universal human rights standards to the ongoing conflict between Israel and Palestine, and pressed all parties to adhere to those standards. Human Rights Watch maintains its commitment to the human rights of women and children by documenting discrimination against women in Kenya and campaigning vigorously to condemn the use of children in hazardous labor conditions, particularly in El Salvador. Human Rights Watch maintains a crucial role internationally in protecting civilians and in encouraging the international community to redress wrongs committed against civilians.

Kenneth Roth, Executive Director. www.hrw.org

**INTER ACADEMY COUNCIL, Amsterdam,
The Netherlands**

TOWARD A STUDY ON APPLICATIONS OF SCIENCE AND TECHNOLOGY TO IMPROVE AGRICULTURAL PRODUCTION IN AFRICA. ONE YEAR, \$200,000.

It is estimated that sub-Saharan Africa will be home to almost 40 million malnourished children by 2020. While the availability of food has increased globally by 30 percent over the past four decades, it has diminished by 7 percent in the African context. In March 2002, Kofi Annan, Secretary General of the United Nations, requested that the Inter Academy Council (IAC) prepare a plan for harnessing the necessary science and technology to produce substantial increases in African agricultural productivity. The Secretary General will use this study, to result in a report, as an integral component of the U.N. worldwide challenge to mobilize financial and human resources to address the many issues facing the African continent.

Albert W. Koers, Executive Director. www.interacademy-council.net

NATIONAL PUBLIC RADIO, INC., Washington, DC

EXPANDED NEWS REPORTING ON EDUCATION REFORM ISSUES. TWO YEARS, \$500,000.

In 2000, a Corporation grant enabled National Public Radio (NPR) to assemble an education reporting team to increase coverage on a broad range of issues central to education reform. With renewed support, NPR is expanding its award-winning coverage. Plans include a series of reports on the effects of President Bush's education centerpiece, *No Child Left Behind*, which will examine the impact of state testing, ramifications for education in states beset by poor economies, educational leadership and accountability for failing schools. Other stories will cover teacher training, affirmative action, and a retrospective on *Brown v. Board of Education*, fifty years after the landmark decision. Reporting will also target such issues as assimilation for immigrants, civic participation and youth civic education and engagement. *Morning Edition* plans a series of reports about how students from grade school to high school are learning what it means to be an American and the challenges teachers face in presenting these subjects.

Bruce Drake, Vice President, News and Information.
www.npr.org

PUBLIC RADIO INTERNATIONAL, INC.,
Minneapolis, MN

IN-DEPTH COVERAGE OF AFRICA FOR *THE WORLD*.
TWO YEARS, \$200,000.

Public Radio International (PRI), a national network that produces, acquires and distributes innovative public radio programming, launched *The World* in 1996 to present international news aimed at helping U.S. audiences understand their connection to people, issues, ideas, events and trends around the globe. With support from the Corporation, *The World* is inaugurating *Reconsidering Africa*, a two-year initiative designed to foster understanding of Africa's many different nations and the many ways in which events and policies in the U.S. affect and are affected by affairs in Africa. Through targeted, in-depth coverage of issues, PRI will seek to broaden knowledge about Africa's successes as well as its failures, its innovations as well as its challenges. The grant will support a dedicated reporter based in Africa, identification of new Africa-based journalists who can report for *The World* on an ongoing basis and increased travel by *The World's* journalists to various regions of Africa.

Stephen L. Salyer, President and Chief Executive Officer.

SEARCH FOR COMMON GROUND,
Washington, DC

ONE-TIME FUNDING FOR STRENGTHENING
U.S.-MUSLIM RELATIONS AND UNDERSTANDING
THROUGH THE PARTNERS IN HUMANITY INITIATIVE.
SEVEN MONTHS, \$100,000.

The Partners in Humanity initiative is a project of His Royal Highness Prince Hassan bin Talal of Jordan, who recruited the Washington, D.C.-based Search for Common Ground as a collaborator. The initiative seeks to bring together a range of individuals from the United States and the Muslim world, including representatives of NGOs engaged in conflict resolution, representatives of educational institutions, international development and assistance agencies, media organizations and donors, to develop a range of programs that might foster mutual understanding and respect.

Jenin Assaf, Program Manager. www.sfcg.org

UNITED NATIONS, *New York, NY*

FOR USE BY THE UNITED NATIONS ASSISTANCE
MISSION IN AFGHANISTAN TOWARD SUPPORT
FOR KABUL PUBLIC LIBRARY. ONE YEAR, \$100,000.

During the Taliban's five-year occupation, the Kabul public library in Afghanistan was closed. The Corporation, in partnership with the John D. and Catherine T. MacArthur Foundation, is providing support toward replenishing the library's outdated book collection and refurbishing its physical infrastructure, including technology. Funds will also support staff training and capacity building. An assessment of future needs of the library will also be undertaken.

*Manoel de Almeida e Silva, Project Manager, Director of
Office of Communication and Public Information, United
Nations Assistance Mission in Afghanistan.*

September 11, 2001, Recovery Grants

HUMAN RIGHTS WATCH, INC., *New York, NY*

ONE-YEAR GRANT OF \$100,000 TOWARD A PROJECT TO
MONITOR HUMAN RIGHTS ISSUES RELATED TO POST-
SEPTEMBER 11 ANTITERRORISM CAMPAIGNS AND THE
WAR IN AFGHANISTAN

Anonymous \$10 Million in Grants to Cultural Institutions in New York City

52ND STREET PROJECT, INC.

ONE-YEAR GRANT OF \$50,000

AARON DAVIS HALL, INC.

ONE-YEAR GRANT OF \$100,000

ALLEY POND ENVIRONMENTAL CENTER, INC.

ONE-YEAR GRANT OF \$25,000

ALLIANCE FOR THE ARTS, INC.

ONE-YEAR GRANT OF \$100,000

ALLIANCE OF RESIDENT THEATRES/NEW YORK

ONE-YEAR GRANT OF \$100,000

AMERICAN CRAFT MUSEUM

ONE-YEAR GRANT OF \$75,000

AMERICAN FOLK ART MUSEUM

ONE-YEAR GRANT OF \$75,000

AMERICAN MUSEUM OF THE MOVING IMAGE

ONE-YEAR GRANT OF \$100,000

AMERICAN MUSIC CENTER, INC.

ONE-YEAR GRANT OF \$100,000

AMERICAN PLACE THEATRE, INC.

ONE-YEAR GRANT OF \$25,000

AMIGOS DEL MUSEO DEL BARRIO

ONE-YEAR GRANT OF \$100,000

ANTHOLOGY FILM ARCHIVES

ONE-YEAR GRANT OF \$25,000

ART IN GENERAL, INC.

ONE-YEAR GRANT OF \$25,000

ARTISTS SPACE, INC.

ONE-YEAR GRANT OF \$25,000

ARTS CONNECTION

ONE-YEAR GRANT OF \$100,000

ASIAN AMERICAN ARTS ALLIANCE

ONE-YEAR GRANT OF \$25,000

ATLANTIC THEATER COMPANY

ONE-YEAR GRANT OF \$50,000

BALLET HISPANICO OF NEW YORK

ONE-YEAR GRANT OF \$100,000

BALLET TECH FOUNDATION, INC.

ONE-YEAR GRANT OF \$100,000

BARGEMUSIC LTD.

ONE-YEAR GRANT OF \$75,000

BOROUGH OF MANHATTAN COMMUNITY COLLEGE
PERFORMING ARTS CENTER, INC.

ONE-YEAR GRANT OF \$50,000

BOYS CHOIR OF HARLEM, INC.

ONE-YEAR GRANT OF \$50,000

BRONX ARTS ENSEMBLE, INC.

ONE-YEAR GRANT OF \$25,000

BRONX COUNCIL ON THE ARTS, INC.

ONE-YEAR GRANT OF \$75,000

BRONX COUNTY HISTORICAL SOCIETY

ONE-YEAR GRANT OF \$50,000

BRONX MUSEUM OF THE ARTS

ONE-YEAR GRANT OF \$75,000

THE BRONX RIVER ART CENTER, INC.

ONE-YEAR GRANT OF \$25,000

BROOKLYN ACADEMY OF MUSIC, INC.

ONE-YEAR GRANT OF \$100,000

BROOKLYN ARTS COUNCIL, INC.

ONE-YEAR GRANT OF \$75,000

BROOKLYN BOTANIC GARDEN CORP.

ONE-YEAR GRANT OF \$100,000

BROOKLYN CHILDREN'S MUSEUM CORP.

ONE-YEAR GRANT OF \$100,000

BROOKLYN CONSERVATORY OF MUSIC

ONE-YEAR GRANT OF \$50,000

BROOKLYN HISTORICAL SOCIETY

ONE-YEAR GRANT OF \$50,000

BROOKLYN INFORMATION & CULTURE, INC.

ONE-YEAR GRANT OF \$25,000

BROOKLYN PHILHARMONIC SYMPHONY
ORCHESTRA, INC.

ONE-YEAR GRANT OF \$100,000

BROOKLYN YOUTH CHORUS ACADEMY, INC.

ONE-YEAR GRANT OF \$50,000

CENTER FOR ARTS EDUCATION, INC.

ONE-YEAR GRANT OF \$100,000

CENTER FOR TRADITIONAL MUSIC AND
DANCE, INC.

ONE-YEAR GRANT OF \$50,000

CHAMBER MUSIC AMERICA, INC.

ONE-YEAR GRANT OF \$50,000

CHILDREN'S MUSEUM OF MANHATTAN

ONE-YEAR GRANT OF \$75,000

CHILDREN'S MUSEUM OF THE ARTS, INC.

ONE-YEAR GRANT OF \$25,000

CIRCLE IN THE SQUARE THEATRE SCHOOL, INC.

ONE-YEAR GRANT OF \$25,000

CITY CENTER 55TH STREET THEATER
FOUNDATION, INC.

ONE-YEAR GRANT OF \$100,000

CITY LORE, INC.

ONE-YEAR GRANT OF \$50,000

COLLEGE OF STATEN ISLAND FOUNDATION, INC.

ONE-YEAR GRANT OF \$25,000

COUNCIL ON THE ARTS & HUMANITIES
FOR STATEN ISLAND

ONE-YEAR GRANT OF \$75,000

CREATIVE TIME, INC.

ONE-YEAR GRANT OF \$50,000

DANCE SPACE CENTER, INC.

ONE-YEAR GRANT OF \$25,000

DANCE THEATER WORKSHOP, INC.

ONE-YEAR GRANT OF \$100,000

DANCE THEATRE OF HARLEM, INC.

ONE-YEAR GRANT OF \$100,000

DANCEWAVE, INC.

ONE-YEAR GRANT OF \$25,000

DANCING IN THE STREETS, INC.

ONE-YEAR GRANT OF \$25,000

DIA CENTER FOR THE ARTS, INC.

ONE-YEAR GRANT OF \$50,000

DISCALCED, INC. (MARK MORRIS
DANCE GROUP)

ONE-YEAR GRANT OF \$75,000

DIXON PLACE

ONE-YEAR GRANT OF \$25,000

ENSEMBLE STUDIO THEATRE, INC.

ONE-YEAR GRANT OF \$50,000

FILM/VIDEO ARTS, INC.

ONE-YEAR GRANT OF \$50,000

FLEA THEATRE

ONE-YEAR GRANT OF \$25,000

FLUSHING COUNCIL ON CULTURE AND
THE ARTS, INC.

ONE-YEAR GRANT OF \$75,000

GALE GATES ET AL, INC.

ONE-YEAR GRANT OF \$25,000

GATEWAY SYMPHONY OF STATEN ISLAND, INC.

ONE-YEAR GRANT OF \$25,000

HARLEM SCHOOL OF THE ARTS

ONE-YEAR GRANT OF \$75,000

HARLEM TEXTILE WORKS LTD.

ONE-YEAR GRANT OF \$25,000

HIGH 5 TICKETS TO THE ARTS, INC.

ONE-YEAR GRANT OF \$50,000

HISTORIC HOUSE TRUST OF NEW YORK CITY, INC.

ONE-YEAR GRANT OF \$50,000

HOME FOR CONTEMPORARY THEATRE AND ART
(HERE)

ONE-YEAR GRANT OF \$50,000

HOSPITAL AUDIENCES, INC.

ONE-YEAR GRANT OF \$75,000

HOSTOS COMMUNITY FOR THE ARTS AND CULTURE

ONE-YEAR GRANT OF \$50,000

H.T. DANCE COMPANY, INC.

ONE-YEAR GRANT OF \$25,000

INTERNATIONAL PRINT CENTER NEW YORK

ONE-YEAR GRANT OF \$25,000

IRISH REPERTORY THEATRE COMPANY, INC.

ONE-YEAR GRANT OF \$50,000

ISAMU NOGUCHI FOUNDATION, INC.

ONE-YEAR GRANT OF \$50,000

JACQUES MARCHAIS MUSEUM OF TIBETAN ART

ONE-YEAR GRANT OF \$25,000

JAMAICA CENTER FOR ARTS AND LEARNING, INC.

ONE-YEAR GRANT OF \$75,000

JOHN A. NOBLE COLLECTION

ONE-YEAR GRANT OF \$25,000

JOSÉ LIMÓN DANCE FOUNDATION

ONE-YEAR GRANT OF \$50,000

JOYCE THEATER FOUNDATION

ONE-YEAR GRANT OF \$100,000

KING MANOR ASSOCIATION OF LONG ISLAND, INC.

ONE-YEAR GRANT OF \$25,000

LA MAMA EXPERIMENTAL THEATRE CLUB, INC.

ONE-YEAR GRANT OF \$75,000

LEHMAN COLLEGE CENTER FOR THE
PERFORMING ARTS

ONE-YEAR GRANT OF \$25,000

LOWER EAST SIDE PRINTSHOP, INC.

ONE-YEAR GRANT OF \$25,000

LOWER EAST SIDE TENEMENT MUSEUM

ONE-YEAR GRANT OF \$50,000

LOWER MANHATTAN CULTURAL COUNCIL, INC.

ONE-YEAR GRANT OF \$75,000

MABOU MINES DEVELOPMENT FOUNDATION, INC.

ONE-YEAR GRANT OF \$25,000

MANHATTAN THEATER CLUB, INC.

ONE-YEAR GRANT OF \$50,000

MARTHA GRAHAM CENTER OF CONTEMPORARY
DANCE, INC.

ONE-YEAR GRANT OF \$75,000

MIND-BUILDERS CREATIVE ARTS CO., INC.

ONE-YEAR GRANT OF \$25,000

MUSEUM FOR AFRICAN ART

ONE-YEAR GRANT OF \$75,000

MUSEUM OF CHINESE IN THE AMERICAS

ONE-YEAR GRANT OF \$25,000

MUSEUM OF JEWISH HERITAGE

ONE-YEAR GRANT OF \$100,000

MUSEUM OF THE CITY OF NEW YORK

ONE-YEAR GRANT OF \$100,000

MUSIC OUTREACH - LEARNING THROUGH
MUSIC, INC.

ONE-YEAR GRANT OF \$25,000

NATIONAL CHORAL COUNCIL, INC.

ONE-YEAR GRANT OF \$25,000

NATIONAL DANCE INSTITUTE, INC.

ONE-YEAR GRANT OF \$75,000

NEW 42ND STREET, INC. / NEW VICTORY THEATER

ONE-YEAR GRANT OF \$100,000

NEW MUSEUM OF CONTEMPORARY ART

ONE-YEAR GRANT OF \$100,000

NEW YORK CHINESE CULTURAL CENTER, INC.

ONE-YEAR GRANT OF \$25,000

NEW YORK FOUNDATION FOR THE ARTS, INC.

ONE-YEAR GRANT OF \$100,000

NEW YORK HALL OF SCIENCE

ONE-YEAR GRANT OF \$100,000

NEW YORK HISTORICAL SOCIETY

ONE-YEAR GRANT OF \$100,000

NEW YORK SHAKESPEARE FESTIVAL

ONE-YEAR GRANT OF \$100,000

NEW YORK YOUTH SYMPHONY, INC.

ONE-YEAR GRANT OF \$25,000

NUYORICAN POETS CAFE, INC.

ONE-YEAR GRANT OF \$25,000

ONTOLOGICAL-HYSTERIC THEATER, INC.

ONE-YEAR GRANT OF \$25,000

ORPHEON, INC./THE LITTLE ORCHESTRA SOCIETY

ONE-YEAR GRANT OF \$50,000

ORPHEUS CHAMBER ORCHESTRA, INC.

ONE-YEAR GRANT OF \$75,000

P.S.1 CONTEMPORARY ART CENTER, INC.

ONE-YEAR GRANT OF \$100,000

PAN ASIAN REPERTORY THEATRE, INC.

ONE-YEAR GRANT OF \$50,000

PAPER BAG PLAYERS, INC.

ONE-YEAR GRANT OF \$50,000

PAUL TAYLOR DANCE FOUNDATION

ONE-YEAR GRANT OF \$75,000

PEARL THEATRE COMPANY, INC.

ONE-YEAR GRANT OF \$25,000

PERFORMANCE SPACE 122, INC.

ONE-YEAR GRANT OF \$75,000

PLAYWRIGHTS HORIZONS, INC.

ONE-YEAR GRANT OF \$100,000

POETS & WRITERS, INC.

ONE-YEAR GRANT OF \$100,000

POETS HOUSE, INC.

ONE-YEAR GRANT OF \$50,000

PREGONES TOURING PUERTO RICAN THEATRE
COLLECTION, INC.

ONE-YEAR GRANT OF \$50,000

PUBLIC ART FUND, INC.

ONE-YEAR GRANT OF \$100,000

PUBLICOLOR, INC.

ONE-YEAR GRANT OF \$75,000

QUEENS BOTANICAL GARDEN SOCIETY, INC.

ONE-YEAR GRANT OF \$100,000

QUEENS COLLEGE FOUNDATION, INC.

ONE-YEAR GRANT OF \$75,000

QUEENS COUNCIL ON THE ARTS, INC.

ONE-YEAR GRANT OF \$75,000

QUEENS COUNTY FARM MUSEUM

ONE-YEAR GRANT OF \$25,000

QUEENS MUSEUM OF ART

ONE-YEAR GRANT OF \$100,000

QUEENS SYMPHONY ORCHESTRA, INC.

ONE-YEAR GRANT OF \$75,000

QUEENS THEATRE IN THE PARK, INC.

ONE-YEAR GRANT OF \$100,000

RINGSIDE, INC.

ONE-YEAR GRANT OF \$25,000

SARATOGA INTERNATIONAL THEATER
INSTITUTE, INC.

ONE-YEAR GRANT OF \$25,000

SHAKESPEARE PROJECT, INC.

ONE-YEAR GRANT OF \$25,000

SIGNATURE THEATRE COMPANY

ONE-YEAR GRANT OF \$50,000

SNUG HARBOR CULTURAL CENTER, INC.

ONE-YEAR GRANT OF \$100,000

SOCIETY FOR THE PRESERVATION OF WEEKSVILLE
AND BEDFORD-STUYVESANT HISTORY

ONE-YEAR GRANT OF \$75,000

SOCRATES SCULPTURE PARK, INC.

ONE-YEAR GRANT OF \$50,000

SOHO REPERTORY THEATRE, INC.

ONE-YEAR GRANT OF \$50,000

SPANISH THEATRE REPERTORY LTD.

ONE-YEAR GRANT OF \$100,000

ST. ANN CENTER FOR RESTORATION AND THE
ARTS, INC.

ONE-YEAR GRANT OF \$25,000

ST. LUKE'S CHAMBER ENSEMBLE

ONE-YEAR GRANT OF \$25,000

STARFISH THEATREWORKS INC.

ONE-YEAR GRANT OF \$25,000

STATEN ISLAND BOTANICAL GARDEN, INC.

ONE-YEAR GRANT OF \$100,000

STATEN ISLAND CHILDREN'S MUSEUM

ONE-YEAR GRANT OF \$100,000

STATEN ISLAND HISTORICAL SOCIETY

ONE-YEAR GRANT OF \$75,000

STATEN ISLAND INSTITUTE OF ARTS AND SCIENCES

ONE-YEAR GRANT OF \$75,000

STATEN ISLAND ZOOLOGICAL SOCIETY, INC.

ONE-YEAR GRANT OF \$100,000

STUDIO IN A SCHOOL ASSOCIATION

ONE-YEAR GRANT OF \$100,000

STUDIO MUSEUM IN HARLEM, INC.

ONE-YEAR GRANT OF \$100,000

SYMPHONY SPACE

ONE-YEAR GRANT OF \$100,000

TADA! THEATER AND DANCE ALLIANCE, INC.

ONE-YEAR GRANT OF \$75,000

TARGET MARGIN THEATER, INC.

ONE-YEAR GRANT OF \$25,000

TEACHERS AND WRITERS COLLABORATIVE

ONE-YEAR GRANT OF \$75,000

THALIA SPANISH THEATRE, INC.

ONE-YEAR GRANT OF \$25,000

THEATRE FOR A NEW AUDIENCE, INC.

ONE-YEAR GRANT OF \$75,000

THEATRE FOR THE NEW CITY

ONE-YEAR GRANT OF \$50,000

THIRD STREET MUSIC SCHOOL SETTLEMENT, INC.

ONE-YEAR GRANT OF \$100,000

TOWN HALL FOUNDATION, INC.

ONE-YEAR GRANT OF \$75,000

TRISHA BROWN DANCE COMPANY, INC.

ONE-YEAR GRANT OF \$75,000

URBANGLOSS/NEW YORK CONTEMPORARY GLASS
CENTER, INC.

ONE-YEAR GRANT OF \$25,000

VINEYARD THEATRE AND WORKSHOP CENTER, INC.

ONE-YEAR GRANT OF \$75,000

WAVE HILL, INC.

ONE-YEAR GRANT OF \$100,000

WOMEN'S PROJECT AND PRODUCTIONS, INC.

ONE-YEAR GRANT OF \$75,000

WOOSTER GROUP, INC.

ONE-YEAR GRANT OF \$50,000

WORLD MUSIC INSTITUTE, INC.

ONE-YEAR GRANT OF \$75,000

YOUNG AUDIENCES/NEW YORK, INC.

ONE-YEAR GRANT OF \$100,000

YOUNG PLAYWRIGHTS, INC.

ONE-YEAR GRANT OF \$25,000

Discretionary Grants

BOTSWANA INSTITUTE FOR DEVELOPMENT POLICY
ANALYSIS, *Gaborone, Botswana*

TWO-YEAR GRANT OF \$50,000 FOR A MEMOIR ON THE
CONTRIBUTIONS OF SIR KETUMILE MASIRE TO NATION-
BUILDING IN AFRICA

CENTER FOR THE STUDY OF THE PRESIDENCY,
Washington, DC

ONE-YEAR GRANT OF \$50,000 ONE-TIME FUNDING FOR
A PROJECT TO IMPROVE GLOBAL COMMUNICATIONS
ABOUT AMERICAN CULTURE, VALUES, AND SYSTEM OF
GOVERNANCE

COLD SPRING HARBOR LABORATORY, *Cold Spring
Harbor, NY*

SIX-MONTH GRANT OF \$25,000 TOWARD VIDEO AND
PROMOTIONAL MATERIALS RELATED TO THE 50TH
ANNIVERSARY OF THE DISCOVERY OF THE DNA
DOUBLE HELIX

FRIENDS OF THE DISTRICT OF COLUMBIA YOUTH
ORCHESTRA, *Washington, DC*

SIX-MONTH GRANT OF \$50,000 ONE-TIME FUNDING
TOWARD AN EDUCATIONAL AND CULTURAL TOUR OF
SOUTH AFRICA

FEDERATION OF AMERICAN SCIENTISTS FUND,
Washington, DC

SIX-MONTH GRANT OF \$50,000 TOWARD DISSEMINA-
TION AND PUBLIC EDUCATION RELATED TO A REPORT
ON PUBLIC INTEREST OBLIGATIONS IN THE DIGITAL AGE

FEDERATION OF AMERICAN SCIENTISTS FUND,
Washington, DC

ONE-YEAR GRANT OF \$50,000 AS A FINAL GRANT
TOWARD DISSEMINATION AND PUBLIC EDUCATION
RELATED TO A REPORT ON PUBLIC INTEREST OBLIGA-
TIONS IN THE DIGITAL AGE

INSTITUTE OF SEMITIC STUDIES INC.,
Princeton, NJ

SIX-MONTH GRANT OF \$23,600 ONE-TIME FUNDING
TOWARD A SYMPOSIUM ON JEWISH, MUSLIM AND
CHRISTIAN RELATIONS IN YEMEN

INTERNEWS NETWORK, *Arcata, CA*

ONE-YEAR GRANT OF \$10,000 TOWARD THE OPEN
MEDIA FUND FOR AFGHANISTAN

NATIONAL CENTER ON ADDICTION AND
SUBSTANCE ABUSE AT COLUMBIA UNIVERSITY,
New York, NY

SIXTEEN-MONTH GRANT OF \$45,000 ONE-TIME FUND-
ING TOWARD SUPPORT OF A PANEL DISCUSSION ON
CHILDREN, THE SCHOOLS, AND SUBSTANCE ABUSE
AT A CONFERENCE ON SUBSTANCE ABUSE IN THE
21ST CENTURY

WEI JINGSHENG FOUNDATION, INC.,
Washington, DC

ONE-YEAR GRANT OF \$50,000 FOR WRITING AND
RESEARCH BY WEI JINGSHENG ON HUMAN RIGHTS
IN CHINA

Carnegie Scholars

SARAH A. BINDER, *The Brookings Institution and George Washington University*

TWO-YEAR GRANT OF \$100,000 FOR A RESEARCH PROJECT ENTITLED "STACKING THE BENCH: THE POLITICS AND PROCESS OF FEDERAL JUDICIAL SELECTION"

RACHEL BRONSON, *Council on Foreign Relations*

TWO-YEAR GRANT OF \$100,000 FOR A RESEARCH PROJECT ENTITLED "WITH US OR AGAINST US? THE MAKING OF U.S. POLICY TOWARD SAUDI ARABIA: 1945 TO THE PRESENT"

LOUISE CAINKAR, *University of Illinois, Chicago*

SIXTEEN-MONTH GRANT OF \$100,000 FOR A RESEARCH PROJECT ENTITLED "A SOCIOLOGICAL STUDY OF THE ISLAMICIZATION OF CHICAGO'S ARAB COMMUNITY: IMPLICATIONS FOR DEMOCRATIC INTEGRATION"

KATHLEEN COLLINS, *University of Notre Dame*

TWENTY-ONE-MONTH GRANT OF \$100,000 FOR A RESEARCH PROJECT ENTITLED "ISLAM, IDENTITY AND CONFLICT IN CENTRAL ASIA AND THE CAUCASUS"

PAUL EDWARDS, *University of Michigan*

TWO-YEAR GRANT OF \$94,800 FOR A RESEARCH PROJECT ENTITLED "THE TECHNOPOLITICS OF INFORMATION INFRASTRUCTURE IN SOUTH AFRICA: APARTHEID, REGIME CHANGE AND LEGITIMATE SOVEREIGNTY"

JAMES K. GALBRAITH, *University of Texas at Austin*

FIFTEEN-MONTH GRANT OF \$99,959 FOR A RESEARCH PROJECT ENTITLED "GLOBAL INEQUALITY AND FINANCIAL DISORDER: THE NEED FOR A NEW SYSTEM"

MICHAEL GILSENAN, *New York University*

TWO-YEAR GRANT OF \$59,548 FOR A RESEARCH PROJECT ENTITLED "ISLAM, CITIZENSHIP AND IDENTITY IN INDONESIA, MALAYSIA AND SINGAPORE"

STEPHEN HOLMES, *New York University*

TWO-YEAR GRANT OF \$94,000 FOR A RESEARCH PROJECT ENTITLED "A NEW APPROACH TO RUSSIAN LEGAL REFORM"

ALAN B. KRUEGER, *Princeton University*

TWO-YEAR GRANT OF \$99,232 FOR A RESEARCH PROJECT ENTITLED "A RE-EVALUATION OF THREE SCHOOL VOUCHER EXPERIMENTS"

XIAODONG LIN, *Teachers College, Columbia University*

TWO-YEAR GRANT OF \$100,000 FOR A RESEARCH PROJECT ENTITLED "IMAGES OF GOOD STUDENTS AND GOOD CLASSROOMS: ENHANCING TEACHER AWARENESS OF THEIR OWN AND STUDENT CULTURAL BELIEFS"

DANIEL N. POSNER, *University of California, Los Angeles*

TWO-YEAR GRANT OF \$100,000 FOR A RESEARCH PROJECT ENTITLED "ETHNICITY AND AFRICA'S GROWTH TRAGEDY"

DARIUS REJALI, *Reed College*

TWO-YEAR GRANT OF \$100,000 FOR A RESEARCH PROJECT ENTITLED "APPROACHES TO VIOLENCE: A CITIZEN'S TOOLKIT"

CARRIE ROSEFSKY WICKHAM, *Emory University*

TWO-YEAR GRANT OF \$100,000 FOR A RESEARCH PROJECT ENTITLED "THE PATH TO MODERATION: LESSONS FROM THE EVALUATION OF ISLAMISM IN THE MIDDLE EAST"

Dissemination

Andrew Carnegie created Carnegie Corporation “to promote the advancement and diffusion of knowledge.” He believed that no idea, no matter how powerful, could affect change unless it had an audience. With that in mind, the Corporation’s Dissemination Program supports Mr. Carnegie’s goal through a broad range of activities that advance the work of Corporation programs and grantees. While dissemination is a strategic process inculcated into the work of program staff and grantees, the Corporation also provides Dissemination Awards to program-related projects. These small yet strategic grants broaden the exposure of the work of our grantees and lift up emerging ideas and trends.

During 2003, the Corporation continued to build on early successes of increasing the communication abilities of grantees by expanding technical assistance to include one-on-one web site consulting along with the basic strategic communications training for first-time grantees.

Corporation Special Initiatives

CENTER FOR DEFENSE INFORMATION/AZIMUTH MEDIA (\$50,000) <http://www.azimuthmedia.org/>
An issue of growing importance to national security is the weaponization of space. A Dissemination Media Award to Azimuth Media funded production of a documentary entitled *Arming the Heavens: The Push for Weapons in Space*. The 25-minute documentary, released in early 2004, focuses and defines the current debate.

Outreach Initiatives

BOSTON REVIEW (\$50,000) <http://bostonreview.net/>
A Dissemination Award to this magazine of political, cultural and literary ideas extended the reach and impact of the *Boston Review*’s Democracy Forum

initiative, which provides commentary on issues central to the Corporation’s strategic goals and offers a platform for Carnegie Scholars.

CARNEGIE FOUNDATION OF THE NETHERLANDS/PEACE PALACE (\$20,000)

The Carnegie Foundation is the managing authority of the Peace Palace and shares with Carnegie Corporation a vision for international peace. A Dissemination Award made in connection with the 100th anniversary of Andrew Carnegie’s commitment to build the Peace Palace supported an international seminar on international law and the practice of making peace.

CARNEGIE HALL/THE HUGH MASEKELA GLOBAL ENCOUNTERS SOUTH AFRICA PROJECT (\$77,655)

<http://richardknight.homestead.com/sasounds.html>

During 2002-2003, Carnegie Hall’s Global Encounters Program sponsored a year-long study of traditional and contemporary South African music in New York City public high schools under the leadership of South African singers and musicians. Carnegie Corporation’s Dissemination Award supported outreach to New York City teachers as well as schools and libraries in South Africa.

EDUCATION WRITERS ASSOCIATION (EWA) (\$15,280) <http://www.ewa.org/>

Dissemination funding underwrote a program on teacher training reform at EWA’s 2003 national conference and also provided scholarships for education reporters who otherwise would have been unable to attend the meeting.

ETV ENDOWMENT OF SOUTH CAROLINA/STOLEN CHILDHOODS (\$25,000)

<http://www.stolenchildhoods.org/webfs.html>

A Dissemination Media Award supported educational research and outreach for *Stolen Childhoods*, a film documentary about child labor worldwide and efforts underway to offer these children educational alternatives.

INDEPENDENT PRODUCTION FUND/THE ISLAM PROJECT (\$50,163) <http://www.theislamproject.org/>

In the aftermath of 9/11, The Islam Project launched a national community engagement campaign to promote discussion and understanding of Islam and Muslims. This multimedia effort, produced under the auspices of the Independent Production Fund and Active Voice, is being used by schools as well as interfaith and community-based organizations across America to build awareness of the broad diversity of the world's fastest growing religion.

PROGRESSIVE MEDIA PROJECT (\$20,000) <http://www.progressive.org/mediaproj.htm>

A final award was made to Progressive Media, a nonprofit organization that solicits, edits and distributes commentaries to mainstream newspapers across the country on issues such as youth engagement, immigration and high school and urban school reform.

UNITED NATIONS ASSOCIATION OF THE USA/AMERICA'S RE-ENGAGEMENT IN UNESCO (\$20,045) <http://www.unausa.org/>

A Dissemination Award supported outreach and educational efforts for the United Nations Educational, Scientific and Cultural Organization (UNESCO) in its effort to engage public debate about America's re-involvement with the UN agency.

WHAT WORKS IN GIRL'S EDUCATION/COUNCIL ON FOREIGN RELATIONS (\$20,000)

A Dissemination Award supported publication and dissemination of a report about the current status of girl's education around the world, particularly in the Second and Third Worlds. The report, prepared by the Center for Universal Education at the Council on Foreign Relations, discusses women's scholarship and gender reform at the university level.

Journalism and Media Projects

AMERICA ABROAD MEDIA (\$25,000) <http://www.americaabroadmedia.org/>

America Abroad Media produces an occasional hour-long radio program called *America Abroad* that airs on Public Radio International. Co-hosts include veteran

broadcasters Marvin Kalb, Steve Roberts, Garrick Utley and Margaret Warner. A Dissemination Award provided seed money to get the series off the ground.

CABIN CREEK CENTER FOR WORK AND ENVIRONMENTAL STUDIES (\$50,000) <http://www.cabincreekfilms.com/>

The Cabin Creek Center is producing a film documentary of the birth of New York City's High School for the Arts, a public school located in the Bronx, developed through a public school urban reform initiative that calls for redesign of high schools, a project supported by the Open Society Institute, Bill & Melinda Gates Foundation and Carnegie Corporation. A Dissemination Award enabled the producers to begin filming summer preparations for the opening of the school.

AMERICAN JOURNALISM REVIEW (AJR) (\$30,000) <http://www.ajr.org/>

A Dissemination Media Award to AJR supported in-depth coverage of the 2003 Federal Communications Commissions regulatory changes to media ownership and consolidation restrictions. The report appeared in the December/January 2004 issue of AJR.

BBC WORLD SERVICE TRUST (\$27,415) <http://www.bbc.co.uk/worldservice/trust/>

BBC World Service Trust conducted a feasibility study on media capacity building and educational broadcasting in Tanzania to explore the possibility of a collaborative training program between BBC and the University of Dar es Salaam that would augment the Corporation's grantmaking to advance higher education there.

CRIMES OF WAR EDUCATION PROJECT (\$50,000) <http://www.crimesofwar.org/>

The Crimes of War Project, founded by Pulitzer Prize-winning journalist Roy Gutman, is a resource for war reporters about international humanitarian law and the responsibilities media bear as potential witnesses to war crimes. Carnegie Corporation's Dissemination Program supported expanded coverage of the Iraqi War and an online resource site for reporters covering the conflict.

OBJECTS AND MEMORY PROJECT (\$30,000)

A Dissemination Media Award toward production of a film documentary about collecting and preserving artifacts from the September 11 terrorist attacks followed up earlier Corporation grantmaking to New York City organizations affected by the tragedy. The project is a collaboration between Environmental Video, Education & Reports (EVER), the New York Historical Society and the Columbia University Oral History department.

OPEN MIND ONLINE DIGITAL ARCHIVE (\$30,000)

A Dissemination Award funded development of a model for digital video archiving to preserve videos through digitization and to make them available for viewing through an online database. Using 1,300 historic tapes from the venerable series *The Open Mind*, the database model coding will be considered open-source code and eventually be made available free of charge to nonprofit, governmental and other organizations who want to make historic audio or video recordings available online.

STORYCORPS (\$30,000) <http://storycorps.net/>

The Corporation provided seed money for this nationwide initiative to record oral histories of ordinary Americans. The StoryCorps collection of interviews will be permanently stored at the Library of Congress.

TIMELINE: HISTORY BEHIND THE HEADLINES/HARPER'S MAGAZINE FOUNDATION

A Dissemination Media Award provided seed money for a new radio series called *Timeline: The History Behind the Headlines*. This weekly program will offer an in-depth approach to covering current events by featuring well-respected historians and other scholars who can provide a deeper understanding of America's social, political and economic agendas.

WLIW/BBC WORLD NEWS (\$50,000)

WLIW/21 received a Dissemination Media Award toward transmittal of BBC World News broadcasts to 200 public television stations across the United States, the only available conduit for the international news program for non-cable households.

WNET/WIDE ANGLE (\$75,000)

<http://www.pbs.org/wnet/wideangle/>

A Dissemination Media Award to the PBS series

Wide Angle supported program segments on public school enrollment in Kenya and Black economic empowerment in South Africa, enhancing coverage and knowledge of African issues in the United States.

WGBH/FRONTLINE (\$75,000)

<http://www.pbs.org/frontlineworld/>

The FRONTLINE/World Fellows Program is a unique initiative for training and mentoring young journalists, who work with FRONTLINE staff to produce and publish news projects for on-air and on-line viewing. Corporation support enabled the program to increase the number of journalism students and schools involved in this new FRONTLINE experiment.

WETA/REPORTING AMERICA AT WAR (\$30,000)

<http://www.pbs.org/weta/reportingamericaatwar/>

This critically acclaimed documentary about war correspondents and the challenges of frontline reporting premiered on PBS. Carnegie Corporation's Dissemination Media Award funded outreach to American journalism schools.

Strategic Communications

INVESTING IN DEMOCRACY: A CITIZEN & CANDIDATE GUIDE TO VOTER OWNED ELECTIONS (\$71,985) <http://www.publiccampaign.org/publications/trtc/index.htm>

Investing in Democracy is a toolkit that provides a detailed and comprehensive look at publicly funded elections and campaign finance reform in the United States. A collaborative effort of three Corporation grantees—The Center for Governmental Studies, Firelight Media and Public Campaign—the project augments grantmaking by the Strengthening U.S. Democracy program in the area of campaign finance reform.

A Dissemination Award funded production and distribution of the toolkit. Each kit contains a booklet on the current status of campaign finance reform at the national, state and local level and helpful resources for community organizers as well two 20-minute video documentaries featuring candidates who ran for office under public financing guidelines:

The Road to Clean Elections (14-minute video) follows candidates running for office using public funding guidelines in Maine and Arizona.

Running: The Campaign for the New York City Council (30-minute video) documents the story of the 2001 New York City Council elections, the first governed by term limits and enhanced public campaign financing rules.

understanding of communications strategy in addition to a well-defined plan for how changing an organization's web site will advance the mission and purpose of the project.

Technical Assistance to Grantees

STRATEGIC COMMUNICATIONS TRAINING FOR AFRICAN GRANTEES (\$153,964)

This year, twenty-four grantees from six universities in Nigeria and Ghana received strategic communications training at a workshop held in Accra, Ghana. APCO Africa, an African communications group, conducted the training. A new component for follow-up activities, the Carnegie Africa ExtraNet, is now available to current and past workshop graduates for online mentoring and information sharing. A secondary goal of the Carnegie Africa Extranet is to encourage collaboration and networking between the grantees.

STRATEGIC COMMUNICATIONS TRAINING FOR U.S. GRANTEES (\$57,424)

The Corporation's U.S. grantees attended a Strategic Communications Training Workshop in Washington, DC, held under the auspices of the Communications Consortium Media Center. The training focused on message development and dissemination and also provided one-on-one coaching for media interviews and public presentations. Most of the twenty-three U.S. participants were first-time grantees, and the schedule included opportunities for networking and building relationships with other Corporation grantees working on similar issues.

WEB TUTORING AWARDS (\$17,122)

For graduates of the Strategic Communications Workshop, the Dissemination Program offered Web tutoring and consulting with an expert in online communications. Communications training graduates are invited to compete for Web Tutoring Awards. Those chosen to receive awards demonstrate a clear

2003 Report on Finances

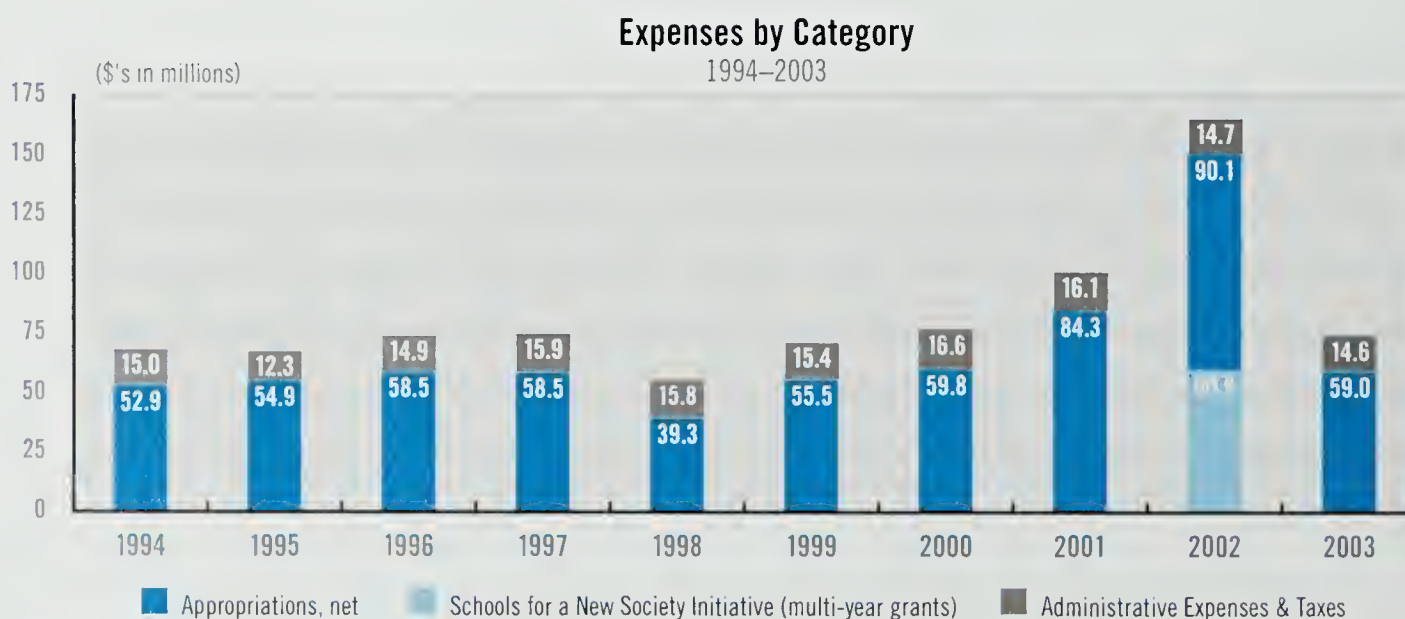
Financial Highlights

Appropriations and Expenses

For the ten years ended September 30, 2003, the Corporation awarded 2,869 grants totaling \$673.3 million and incurred expenses of \$125.8 million for direct charitable activities

and administration expenses, excluding investment expenses, and \$25.5 million for taxes, for a total of \$824.6 million.

The graph below illustrates the growth in expenses by category over the ten-year period ended September 30, 2003.



Each year the trustees appropriate funds to be used for grants and for projects administered by the officers. Many of the grants involve multiyear commitments. In the fiscal year ended September 30, 2003, 57 percent of the appropriated funds were paid within the fiscal year. Appropriations, net of refunds and cancellations, totaled \$59 million, compared to \$150.1 million in the preceding year. The decrease in appropriations for 2003 is largely attributable to the awarding of grants in 2002 totaling \$60 million under the Corporation's School for a New Society Initiative.

Program management and direct charitable activities expenses were \$10.3 million in the fiscal year ended September 30, 2003, compared with \$10.8 million in the previous fiscal year. Included in these amounts, are direct

charitable activities of \$2.6 million in 2003 and \$2.7 million in 2002. Direct charitable activities are services provided directly to other exempt organizations, governmental bodies, and the general public. Such services include providing technical assistance to grantees and potential grantees, conducting educational conferences and research, publishing and disseminating educational materials, and serving on boards of other charitable organizations or public commissions.

General administration expenses were \$2.9 million in 2003 and \$3.3 million in 2002.

The schedule below breaks down total expenses, excluding appropriations and taxes, into categories for the year ended September 30, 2003.

	Program management and direct charitable activities	Investment	General administration	Total
Salaries	\$ 4,792,193	\$ 826,867	\$1,336,481	\$ 6,955,541
Investment advisory and custody fees paid directly	—	3,586,292	—	3,586,292
Employee benefits	1,927,562	192,210	505,375	2,625,147
Rent	948,309	195,544	478,916	1,622,769
Publications	603,501	—	—	603,501
Travel	518,276	42,736	10,488	571,500
Office expenses	293,787	56,741	120,351	470,879
Consultants	389,385	—	65,937	455,322
Legal and accounting services	—	245,647	196,130	441,777
Conferences and meetings	299,623	13,472	13,796	326,891
Amortization and depreciation	104,958	—	53,006	157,964
Computer equipment and services	97,171	17,061	27,355	141,587
Trustees' honoraria and expenses	107,316	—	30,211	137,527
Other	172,372	18,659	46,610	237,641
TOTAL	\$10,254,453	\$5,195,229	\$2,884,656	\$18,334,338*

* In FY2002, total expenses, excluding appropriations and taxes, were \$19.8 million, which included \$5.7 million of investment expenses.

Taxes

Under the provisions of the Tax Reform Act of 1969, Carnegie Corporation as a private foundation is subject to a federal excise tax of 2 percent on income and realized capital gains. However, under the Tax Reform Act of 1984, the rate is reduced to 1 percent if the foundation maintains its average expense rate of the previous five years and, in addition, spends the tax savings. The Corporation met the requirements for the reduced tax rate in both 2003 and 2002. Excise tax expense for FY2003 was \$.6 million. During 2003, the Corporation had unrelated business income of \$2.4 million from certain investment partnership activities. Taxes of \$.9 million on this income are calculated using applicable corporate tax rates. Deferred tax liability represents the potential tax (at 2 percent) on gains as yet unrealized as well as a book to tax timing difference.

Audit by Independent Accountants

The bylaws provide that the Corporation's accounts are to be audited each year by an independent public accountant. Accordingly, the firm of KPMG LLP audited the Corporation's financial statements for the fiscal year ended September 30, 2003. The Corporation's financial statements, together with the independent auditors' report, appear on the following pages.

Independent Auditors' Report

The Board of Trustees
Carnegie Corporation of New York:

We have audited the accompanying balance sheets of Carnegie Corporation of New York as of September 30, 2003 and 2002, and the related statements of changes in net assets and cash flows for the years then ended. These financial statements are the responsibility of the Corporation's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Carnegie Corporation of New York as of September 30, 2003 and 2002, and the changes in its net assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

KPMG LLP

KPMG LLP
New York, New York

December 12, 2003

Balance Sheets

as of September 30, 2003 and 2002

	2003	2002
Assets		
Cash	\$ 178,528	\$ 19,356
Investments-note 3	1,823,041,443	1,610,668,740
Refundable taxes-note 5	392,495	929,630
Grants receivable	—	15,636,000
Prepaid expenses and other assets	67,343	77,400
Fixed assets-note 4	635,123	402,398
Total assets	<u>\$ 1,824,314,932</u>	<u>\$1,627,733,524</u>
Liabilities and net assets		
Liabilities		
Grants payable	\$ 82,995,081	\$ 108,132,177
Accounts payable and other liabilities	3,436,414	4,275,045
Deferred taxes payable	3,277,513	—
Total liabilities	<u>89,709,008</u>	<u>112,407,222</u>
Net assets		
Unrestricted	1,599,269,056	1,364,353,434
Temporarily restricted	—	15,636,000
Permanently restricted	135,336,868	135,336,868
Total net assets	<u>1,734,605,924</u>	<u>1,515,326,302</u>
Total liabilities and net assets	<u>\$ 1,824,314,932</u>	<u>\$1,627,733,524</u>

See accompanying notes to financial statements.

Statements of Changes in Net Assets

for the years ended September 30, 2003 and 2002

	2003	2002
Changes in unrestricted net assets		
Revenues		
Investment income		
Interest and dividends	\$ 23,702,209	\$ 28,612,381
Income from partnerships, net	29,726,662	3,242,869
Net realized gain on investment transactions	8,240,996	12,006,350
Total realized investment income	61,669,867	43,861,600
Less investment expenses paid directly	5,195,229	5,737,287
Net realized investment income	56,474,638	38,124,313
Grant income	10,000,000	19,364,000
Fees for technical assistance and evaluation services	1,000,000	—
Total unrestricted revenues	67,474,638	57,488,313
Expenses		
Grant appropriations	54,835,721	146,799,656
Appropriations for projects administered by officers	4,125,833	3,291,845
Program management and direct charitable activities	10,254,453	10,830,602
General administration	2,884,656	3,302,484
Provision for taxes, net-note 5	1,507,559	607,427
Total expenses	73,608,222	164,832,014
Deficiency of unrestricted revenues over expenses	(6,133,584)	(107,343,701)
Increase in unrealized appreciation (depreciation) of investments, net of related deferred federal excise tax of \$3,010,976 in 2003 and \$ -0- in 2002-note 5	241,049,206	(50,045,838)
Increase (decrease) in unrestricted net assets	234,915,622	(157,389,539)
Changes in temporarily restricted net assets		
Grant (returned) income	(15,636,000)	15,636,000
(Decrease) increase in temporarily restricted net assets	(15,636,000)	15,636,000
Increase (decrease) in net assets	219,279,622	(141,753,539)
Net assets, beginning of year	1,515,326,302	1,657,079,841
Net assets, end of year	\$ 1,734,605,924	\$1,515,326,302

See accompanying notes to financial statements.

Statements of Cash Flows

for the years ended September 30, 2003 and 2002

	2003	2002
Cash flows from operating activities		
Increase (decrease) in net assets	\$ 219,279,622	\$ (141,753,539)
Adjustments to reconcile increase (decrease) in net assets to net cash used in operating activities		
Increase in unrealized (appreciation) depreciation of investments	(244,060,182)	50,045,838
Net realized gain on investment transactions	(8,240,996)	(12,006,350)
Depreciation and amortization	157,964	155,793
Change in deferred federal excise tax	3,277,513	—
Total adjustments	(248,865,701)	38,195,281
Change in refundable taxes, grants receivable, prepaid expenses and other asset	16,183,192	(16,120,722)
Change in grants payable and accounts payable and other liabilities	(25,975,727)	57,976,423
Net cash used in operating activities	(39,378,614)	(61,702,557)
Cash flows from investing activities		
Proceeds from sales or redemptions of investments	879,679,340	1,249,517,370
Purchases of investments	(839,750,865)	(1,187,678,254)
Purchases of fixed assets	(390,689)	(133,162)
Net cash provided by investing activities	39,537,786	61,705,954
Change in cash	159,172	3,397
Cash, beginning of year	19,356	15,959
Cash, end of year	<u>\$ 178,528</u>	<u>\$ 19,356</u>

See accompanying notes to financial statements.

Notes to Financial Statements

September 30, 2003 and 2002

(1) ORGANIZATION:

Carnegie Corporation of New York (the Corporation) is a philanthropic grantmaking foundation that was created by Andrew Carnegie in 1911 to promote the advancement and diffusion of knowledge and understanding. The Corporation has a policy of selecting a few areas at a time in which to concentrate its grants. The Corporation is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code.

(2) SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES:

The accompanying financial statements have been prepared on the accrual basis of accounting.

Fixed assets are stated at cost. Depreciation is calculated on a straight-line basis over the estimated lives of the related assets ranging from five to ten years. Leasehold improvements are amortized over the remaining life of the lease.

Grant appropriations, including multi-year grants, are recorded as an expense and a payable when grants are approved and communicated to the grantees.

For purposes of the statements of cash flows, cash includes all cash held in bank accounts at September 30, 2003 and September 30, 2002.

The resources of the Corporation consist of permanently restricted, temporarily restricted and unrestricted net assets. Permanently restricted net assets represent the original sums received from Andrew Carnegie who, by the terms of the conveying instrument, stipulated that the principal may never be expended. Unrestricted net assets are not subject to donor imposed restrictions.

On October 2, 2001, the Corporation was awarded a \$25,000,000 multi-year grant by another private foundation to support urban high school reform through the Corporation's Schools for a New Society initiative. The entire \$25,000,000 was recorded as grant income in fiscal year 2002 with \$15,636,000 as temporarily restricted. In fiscal year 2003, the Corporation and the other private foundation mutually agreed to amend the grant agreement whereby the Corporation would serve as the fiscal agent for the benefit of specified school districts participating in the initiative (\$12,636,000) and provide technical assistance and evaluation services to said districts (\$3,000,000). In the accompanying financial statements, \$1,000,000 was recorded as revenue for fees for technical assistance and evaluation services.

The fair value of investments has been determined as indicated in note 3. The carrying amounts of the Corporation's other financial instruments approximate fair value because of their short maturity.

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Notes to Financial Statements

September 30, 2003 and 2002

(3) INVESTMENTS:

Readily marketable investments are reported at fair value on the basis of quoted market prices. Limited partnerships and similar interests are reported at fair value based on financial statements and other information received from the partnerships. The general partner determines the fair value of securities using quoted market prices, if available, or using other valuation methods, including independent appraisals. Investments in limited partnerships and similar interests totaled \$1,045,756,978 at September 30, 2003 and \$914,474,217 at September 30, 2002.

Investments are composed of the following at September 30, 2003 and 2002:

	2003		2002	
	Cost	Fair Value	Cost	Fair Value
Equities	\$ 669,594,749	\$ 748,915,114	\$ 777,336,835	\$ 657,164,230
Fixed income	292,509,453	297,618,883	241,882,051	257,278,087
Real estate	165,956,094	191,238,770	209,157,972	234,047,752
Absolute return	348,347,693	391,577,729	301,589,852	308,023,841
Private equity	191,503,902	189,111,750	174,640,837	154,705,550
Due from/to brokers, net	4,580,764	4,579,197	(427,413)	(550,720)
Total	<u>\$1,672,492,655</u>	<u>\$1,823,041,443</u>	<u>\$1,704,180,134</u>	<u>\$1,610,668,740</u>

Included in the table above is accrued investment income of \$1,956,673 and \$1,861,832 at September 30, 2003 and 2002, respectively.

At September 30, 2003, the Corporation had unfunded commitments of approximately \$253 million in various limited partnership investments.

As a result of its investing strategies, the Corporation is a party to index futures contracts. The Corporation's fixed income investment manager uses treasury index futures contracts to manage the duration of the fixed income portfolio. Changes in the market value of these futures contracts are recognized currently in the statements of changes in net assets, using the marked-to-market method. However, index futures contracts involve, to varying degrees, elements of market risk and credit risk in excess of the amounts recorded on the balance sheets. Market risk represents the potential loss the Corporation faces due to the decrease in the value of the financial instruments in the table below. Credit risk represents the potential loss the Corporation faces due to the inability of counterparties to meet the terms of their contracts.

Notes to Financial Statements

September 30, 2003 and 2002

The table below summarizes the long and short exchange-traded financial futures positions at September 30, 2003, and September 30, 2002:

Index future contracts	2003		2002	
	Net number of contracts- long/(short)	Contract Value (in \$ millions)	Net number of contracts- long/(short)	Contract Value (in \$ millions)
30-year Treasury bond	99	11.1	240	27.4
10-year Treasury note	222	25.4	221	24.7
5-year Treasury note	(285)	(32.3)	(67)	(7.6)
2-year Treasury note	10	2.2	—	—

The margin requirements on deposit with third-party safekeeping banks for index futures contracts were approximately \$.8 million at September 30, 2003 and 2002. The partnerships in which the Corporation invests may also hold index futures and options. These positions are not included in the table above.

The Corporation permits its investment managers to use forward foreign exchange contracts to manage the currency risk inherent in owning securities denominated in foreign currencies. In a forward foreign currency transaction, the Corporation agrees to exchange one currency for another on an agreed-upon date at an agreed-upon exchange rate. At September 30, 2003 and 2002, the Corporation held forward currency buy contracts with notional amounts totaling \$4.2 million and \$1.2 million, respectively. Such contracts involve, to varying degrees, risks of loss arising either from the potential change in market prices or from the possible inability of counterparties to meet the terms of their contracts. Forward foreign currency contracts are carried in the balance sheets at market value. Changes in the value of forward foreign currency contracts are recognized as increases or decreases in unrealized appreciation or depreciation until such contracts are closed.

The Corporation's investment advisors monitor the financial condition of the firms used for futures and forward foreign currency trading in order to minimize the risk of loss. Exposure limits are placed on firms relative to their credit worthiness. Management does not anticipate that losses, if any, resulting from credit or market risk would have a material adverse effect on the financial statements.

Notes to Financial Statements

September 30, 2003 and 2002

(4) FIXED ASSETS:

Fixed assets are composed of the following at September 30, 2003 and 2002:

	2003	2002
Leasehold improvements	\$ 4,148,526	\$ 3,893,816
Furniture and equipment	3,389,744	3,253,765
	7,538,270	7,147,581
Less accumulated depreciation and amortization	(6,903,147)	(6,745,183)
Total	\$ 635,123	\$ 402,398

(5) TAXES:

The Corporation is liable for federal excise taxes of two percent of its net investment income, as defined, which includes realized capital gains, for the year. However, this tax is reduced to one percent if certain conditions are met. The Corporation met the requirements for the reduced tax in 2003 and 2002. Therefore, current taxes are estimated at one percent of net investment income, as defined.

Deferred taxes represent two percent of unrealized appreciation of investments at September 30, 2003, as qualification for the one percent tax is not determinable until the fiscal year in which gains are realized. Because of unrealized losses incurred in 2002, the Corporation had no deferred tax liability.

During 2003 and 2002, the Corporation had unrelated business income of \$2,446,600 and \$348,600, respectively, from certain investment partnership activities. Federal and state taxes of \$823,200 in 2003 and \$100,700 in 2002 on this income are calculated using applicable corporate tax rates and are included in the provision for taxes.

The Corporation paid estimated federal excise taxes of \$625,000 in 2003 and \$1,250,000 in 2002. In 2003, the Corporation also paid estimated federal and state unrelated business income taxes of \$798,000. In 2002, the Corporation paid estimated federal unrelated business income tax of \$255,000.

Notes to Financial Statements

September 30, 2003 and 2002

(6) BENEFIT PLANS:

The Corporation purchases annuities for qualifying employees under the terms of a noncontributory, defined contribution retirement plan with Teachers Insurance and Annuity Association and College Retirement Equities Fund. Retirement plan expense for the years ended September 30, 2003 and 2002 was \$979,300 and \$947,000, respectively.

In addition, the Corporation has a noncontributory defined benefit annuity plan to supplement the basic plan described above. This plan is also administered by Teachers Insurance and Annuity Association and College Retirement Equities Fund. Contributions to this plan are based on actuarial calculations. No contribution was required in 2003 or 2002. At December 31, 2002, the assets of the plan exceeded the actuarial present value of accumulated plan benefits by approximately \$1,127,000.

In addition, the Corporation provides certain medical benefits to its retirees. The cost of providing these benefits was \$147,100 in 2003 and \$127,100 in 2002, on a pay-as-you-go basis.

(7) LEASES:

The Corporation occupies office space at 437 Madison Avenue under a lease agreement expiring December 31, 2013.

The following is a schedule of the future minimum lease payments at September 30, 2003.

Fiscal year ending September 30	
2004	\$ 1,604,000
2005	1,604,000
2006	1,604,000
2007	1,604,000
2008	1,627,000
2009-2014	<u>8,890,000</u>
	<u>\$16,933,000</u>

Rental expense for 2003 and 2002, including escalations, was \$1,580,200 and \$1,425,300, respectively.

2002-2003
Report on Administration

Fiscal 2002 and 2003: Two Years in Review

The past two years have been a time of reflection and renewal for the Corporation, marked by changes in board leadership and a focus on refining the foundation's programs and strategies.

In 2002, Thomas H. Kean retired as chairman of the board. Helene L. Kaplan, whose 20 years of service to the Corporation infuses her leadership with extraordinary knowledge of our history and mission, became chairman for the second time, the only member in Corporation history to have that distinction.

In 2003, Vartan Gregorian, having served as president for six years, initiated an in-depth review of the Corporation's program directions and called for strategic plans to be developed for the future. As part of this process, program staff prepared detailed strategy papers for the president to consider. A retreat was planned

with the trustees to discuss each program and determine what changes in emphasis or direction should be made in the future.

Board and Committees

William J. McDonough was elected to a four-year term as trustee beginning February 7, 2002. At that February meeting, trustees Thomas H. Kean and Vincent A. Mai retired from the board and received both informal and formal tributes.

The trustees' statement of appreciation for Mr. Mai expressed "sincere appreciation for your eight years of service as a wise counselor

to two presidents, your fellow trustees, and the Corporation's staff." In particular, the trustees cited Mr. Mai's work as the first chairman of the investment management committee and his role as a "catalytic force behind innovative grants to strengthen higher education in South Africa."

The trustees also expressed "profound appreciation" for Governor Kean's eleven years of service, including serving as chair since January 9, 1997. "Your visionary leadership steered the foundation through a presidential transition and into a new century. Your insight, judgment, intelligence and boundless energy have inspired your fellow trustees and foundation staff to aspire to and achieve excellence. We commend you for your lifelong dedication to public service and your passionate commitment to improving educational opportunities for all."

When elected, Mr. McDonough served as the eighth president and chief executive officer of the Federal Reserve Bank of New York and as the vice-chairman and a permanent member of the Federal Open Market Committee, the group responsible for formulating the nation's monetary policy. McDonough also served as a member of the Board of Directors of the Bank for International Settlements and the Basel Committee on Banking Supervision.

Prior to joining the New York Fed, McDonough served as an advisor to a variety of domestic and international organizations. He retired from East Chicago Corp. and its bank, First National Bank of Chicago, in 1989 after a 22-year career there. Before that, McDonough was with the U.S. State Department from 1961 to 1967 and the U.S. Navy from 1956 to 1961.

McDonough earned a master's degree in economics from Georgetown University in Washington, D.C., and a bachelor's degree, also in economics, from Holy Cross College in Worcester, Massachusetts.

President Gregorian welcomed McDonough's election. "He is a brilliant and visionary leader and team builder who will bring all the instruments of his extraordinary career to bear on the foundation's development in the coming years. We welcome him to the Corporation's board and look forward to our years of collaboration."

Annual elections were held at the February 7, 2002, board meeting. The trustees elected Helene L. Kaplan as chairman and Martin Leibowitz as vice chairman. In her first decade of service to the Corporation, from 1980 through 1989, Mrs. Kaplan served as vice chair from 1982 through 1984 and as chairman from 1985 through 1989, when she retired from the board. (The Corporation's charter limits a trustee to a maximum of two four-year terms, and limits vice chairmen and chairmen to serve a maximum of five years in either office.) In 1993, Mrs. Kaplan was invited to rejoin the board—an honor believed to be hers alone in the Corporation's 90 years—and she served as vice chair from 1998-2002.

Currently, Mrs. Kaplan is Of Counsel to Skadden, Arps, Slate, Meagher & Flom LLP and a director of several major corporations. She has served in the nonprofit sector as counsel or trustee of numerous scientific, arts, charitable and educational institutions and foundations. She was a member of the Carnegie Commission on Science, Technology and Government, and chaired its Task Force on Judicial and Regulatory Decision Making. From 1985 to 1987, Mrs. Kaplan was a

member of the U.S. Secretary of State's Advisory Committee on South Africa, and from 1986 to 1990, she served as a member of New York governor Mario Cuomo's Task Force on Life and the Law, concerned with the legal and ethical implications of advances in medical technology.

Mr. Leibowitz and Olara Otunnu were re-elected to second four-year terms.

The board elected members to serve on various committees for fiscal year 2002. The Corporation's three standing committees were constituted as follows: Elected to serve on the planning and finance committee were Olara Otunnu, Marta Tienda, Martin Leibowitz and Raymond Smith, who was elected chair by the committee members. Elected to the investment management committee were Geoffrey Boisi, Raymond Smith and Martin Leibowitz, who was elected chair by the committee members. Elected to the committee on trustees were Bruce Alberts, James Hunt, William McDonough, Marta Tienda, William Owens, Ruth Simmons and Olara Otunnu, who committee members elected chair.

The board also elected members to four program subcommittees. Elected to the education subcommittee were Geoffrey Boisi, James Hunt, Martin Leibowitz, Sam Nunn, Olara Otunnu, William Owens and Judy Woodruff. Elected to the international peace and security subcommittee were Bruce Alberts, Geoffrey Boisi, William McDonough, Ruth Simmons, Raymond Smith and Marta Tienda. Elected to the international development committee were James Hunt, Sam Nunn, Ruth Simmons, Raymond Smith, Marta Tienda and Judy Woodruff. Elected to the strengthening U.S. democracy and special opportunities fund committee were Bruce Alberts, Martin

Leibowitz, William McDonough, Olara Otunnu and William Owens.

Ambassador Shirin Tahir-Kheli was elected as trustee for a four-year term beginning on October 10, 2002. On March 24, 2003, Ambassador Tahir-Kheli accepted a post in the Bush White House as Special Assistant to the President and Senior Director for Democracy, Human Rights and International Operations. Given her position in the government, Ambassador Tahir-Kheli resigned from the board of the Corporation.

Trustee Judy Woodruff retired at the end of the February 6, 2003, meeting. Board members expressed their gratitude in a "minute of appreciation." In its statement, the board said, "On this final board meeting as a trustee of Carnegie Corporation of New York, your fellow board members wish to pay tribute to your work and your contributions. The name Judy Woodruff immediately telegraphs authority, integrity and respect. A newswoman for more than twenty years, you know how to respond to the demands of world events, how to interpret complex political ideas and communicate information with precision and accuracy. The skills of a journalist, which have served to make you a newswoman of national stature and a trusted senior anchor of the Cable News Network, have also offered the Corporation invaluable insight, judgment and perspective."

Ambassador Thomas R. Pickering joined the board for a four-year term beginning on February 6, 2003. Ambassador Pickering is senior vice president for international relations at the Boeing Company. Prior to that position, he served as U.S. Under Secretary of State for Political Affairs, receiving the personal rank of Career Ambassador, the highest in the United States Foreign Service.

In June 2003, Trustee William J. McDonough was appointed chairman of the Public Company Accounting Oversight Board of the Securities and Exchange Commission. This position in the government demanded total independence and Mr. McDonough resigned from the board of the Corporation as well as all other boards of institutions on which he served. The board passed a "minute of appreciation," which read in part: "Although your term was brief, it raised the level of expectation for those who will follow after you and provided a strong and lasting example of both moral and intellectual integrity. As a Corporation board member, who also served on the Committee on Trustees and on the Planning & Finance Committee, you gave generously of your time, shared your insight and enabled us all to benefit from the wealth of your experience. We are proud to have been your colleagues, honored to have your friendship and look forward to benefiting from your commitment to the goals and ideals that we will continue to share."

Annual elections were held at the February 6, 2003, board meeting. The trustees re-elected Helene L. Kaplan as chairman and Martin Leibowitz as vice chairman. Raymond Smith was re-elected to a second four-year term.

In September 2002, the board elected members to serve on various committees for fiscal year 2003. The Corporation's four standing committees were constituted as follows: Elected to serve on the planning and finance committee were William McDonough, Olara Otunnu, Marta Tienda, Martin Leibowitz and Raymond Smith, who committee members elected chair. Elected to the investment management committee were Geoffrey Boisi, William McDonough,

Raymond Smith and Martin Leibowitz, who committee members elected chair. Elected to the committee on trustees were Bruce Alberts, James Hunt, William Owens, Ruth Simmons, Marta Tienda and Olara Otunnu, who committee members elected chair. Elected to the audit committee were James Hunt, Martin Leibowitz, Raymond Smith and William McDonough, who committee members elected chair. Following Mr. McDonough's resignation from the board of the Corporation, Geoffrey Boisi was elected chair of the audit committee.

The board also elected members to four program subcommittees. Elected to the education subcommittee were Bruce Alberts, William Owens, Thomas Pickering, Raymond Smith, Shirin Tahir-Kheli and Marta Tienda. Elected to the international peace and security subcommittee were James Hunt, Martin Leibowitz, William McDonough, Sam Nunn, Olara Otunnu, Ruth Simmons and Shirin Tahir-Kheli. Elected to the international development committee were Bruce Alberts, Geoffrey Boisi, Martin Leibowitz, Olara Otunnu, Thomas Pickering and Ruth Simmons. Elected to the strengthening U.S. democracy/special opportunities fund committee were Geoffrey Boisi, James Hunt, William McDonough, Sam Nunn, William Owens, Raymond Smith and Marta Tienda.

Both Helene L. Kaplan, chairman of the board, and Vartan Gregorian, president of the Corporation, serve *ex officio* on all standing committees. Membership on the ad hoc committee on compensation includes the chair of the board, Helene L. Kaplan, and vice chair of the board, Martin Leibowitz, and chair of the planning and finance committee, Raymond Smith.

Board Actions

At the October 11, 2001, board meeting, the trustees approved the establishment of the committee on compensation as a special committee under Article VI of the Corporation's constitution. They also resolved to accept a grant in the amount of \$25 million from the Bill & Melinda Gates Foundation toward support of the Corporation's *Schools for a New Society* initiative. Also at the October meeting, the trustees authorized the president to appropriate up to \$10 million over two fiscal years and one day into a third fiscal year to respond to the immediate and future needs of those persons who suffered losses due to the terrorist attack on New York City that occurred on September 11, 2001.

At the board meeting on February 7, 2002, the trustees resolved to accept an unrestricted gift of \$10 million from an individual who wished to remain anonymous. The trustees authorized the president to appropriate those funds in a manner consistent with the Corporation's mission and the anonymous donor's intent. Also at the February meeting, the trustees authorized the appropriation of \$2 million from the 21st Century Fund to honor seven recipients of the inaugural Andrew Carnegie Medals of Philanthropy. One-time grants were made to the public libraries in the cities where the award recipients lived.

At the April 11, 2002, board meeting, the trustees resolved to amend the Corporation's supplemental Pension Plan to permit the transfer of excess pension assets from the plan in accordance with section 420 of the Internal Revenue Code (the "Code") to a health benefits account established and maintained

in accordance with section 401 (h) of the Code effective for years beginning on or after January 1, 2002; provided that no transfer of excess pension assets shall be made after December 31, 2005, unless such transfer is permitted under section 420 (b) of the Code.

On October 9, 2002, trustees and former trustees attended a briefing on the Corporation's administrative and programmatic activities and plans presented by the senior staff.

On February 6, 2003, the trustees approved the establishment of the audit committee under Section 7, Article V of the Corporation's constitution. They also resolved to accept a \$10 million gift from an individual who wished to remain anonymous. The trustees authorized the president to appropriate these funds in a manner consistent with the Corporation's mission and the donor's general intent.

Milestones

In April of 2002, the Corporation conducted a memorial service for former Corporation president and trustee John W. Gardner at the New York Public Library. Several of Mr. Gardner's family members and former colleagues spoke at the service. Also in April, the foundation honored former trustee and board chairman Thomas H. Kean for his many contributions to the Corporation with a donation of \$20,000 to the Drew Forum at Drew University.

During fiscal years 2002 and 2003 there were a number of staff changes as the Corporation recognized professional growth with promotions, expressed appreciation to departing staff members and welcomed new people to the foundation.

At its February 7, 2002, meeting, the trustees expressed in a formal statement their “deep and sincere appreciation, respect and personal gratitude” to Gloria Primm Brown, who retired in 2001 after 33 years of service to the Corporation in the Education and International Development programs. “Your thoughtful and strategic leadership, objective and analytic judgment and superb organizational skills provided vital contributions to the development and guidance of important Corporation initiatives,” the trustees said. For many years, Ms. Brown was a key member of the Corporation’s Education Division and is credited with designing and guiding its innovative and pathbreaking work on after-school and teen pregnancy programs. As a senior program officer in International Development, she shepherded the development of the Corporation’s public library program in Africa and also created the special library initiative in 1999 that commemorated Andrew Carnegie’s gift to American public libraries.

Rookaya Bawa accepted the position in 2002 of program officer in the International Development Program. Bawa, a South African and veteran librarian leader with 17 years of experience in South Africa, brings a wealth of experience in education, government and private business to her new position. At the Corporation, Bawa is overseeing the revitalizing libraries program, which is aimed at strengthening public library systems in Africa by identifying centers of excellence. Prior to joining the Corporation, Bawa was the program coordinator of the Colleges Collaboration Fund at the National Business Initiative. This Fund, which is a project of businesses in South Africa, aims to improve colleges as well as the transition between education and work. From 1995 to February

2002, Bawa served as the director and head of the KwaZulu-Natal Provincial Information and Library Services. In this position, she was responsible for the management of the procurement, processing and distribution of information in different media and the planning and building of new libraries.

Michele Cahill, a senior program officer in the Education Division, left the Corporation in September 2002 to become Senior Counselor for Education Policy to Chancellor Joel I. Klein in the New York City school system. In her three years at the Corporation, she designed and implemented an ambitious national program, called *Schools for a New Society*, to improve America’s inner-city high schools. She also shepherded another project, called the *New Century High Schools*, in New York City that was designed by the Corporation, the Open Society Institute and the Bill & Melinda Gates Foundation in 2001. In a statement announcing her departure, Vartan Gregorian said “Cahill’s imprint on our work at the Corporation will continue for many years.” Constancia Warren assumed leadership for the urban schools reform work after serving as a management consultant to the program, joining the Corporation as senior program officer and director of urban high school initiatives in the Education Division.

Also joining the Corporation in fiscal year 2002 were Carolyn Bido, mail clerk and office assistant; Olga Fomitcheva, staff assistant, Public Affairs; Laura Smith, executive assistant, Strengthening U.S. Democracy; and Maghandy Vargas, executive assistant, Public Affairs.

In 2003, joining the Corporation were Rebecca Feeley, administrative assistant, Carnegie Scholars Program; Everod Nelson, staff assistant, Public Affairs; and Alexis Palmer, investment associate.

The Corporation bid farewells in 2002 to Kathleen Whittemore, administrative assistant in the Corporate Secretary's Office; Mary Lou Sandwick, administrative assistant in the Education Division; and Ruth Nolan, executive assistant in the Carnegie Scholars Program.

In fiscal year 2003, Armanda Famiglietti, associate corporate secretary and director of grants management, accepted the position of director of grants management, systems and community grants at the Nathan Cummings Foundation. Olga Fomitcheva, staff assistant, Public Affairs, and David Edwards, senior financial analyst, left the Corporation to pursue other interests. Connie Solomon, program assistant, International Development, accepted the position as deputy comptroller in the finance and accounting division for the town of Southhold, New York.

In recognition of their talents and assumption of greater responsibility, the Corporation promoted nine staff members in 2002: Rick Brown, from mailroom clerk/systems technician to full-time systems technician; Ambika Kapur, public affairs associate, to coordinator for public affairs and media relations; Jean Laraque, accountant, to senior accountant; Ariane Leung, administrative assistant, to executive assistant; Adam Liebling, accounting/project assistant, to grants associate; Molly McLaughlin, administrative assistant, to executive assistant; Aimée Sisco, assistant editor, to associate editor; Shana Sorhaindo, staff assistant, to grants/record assistant; Li Tan, coordinator of investment performance, to junior investment associate.

In 2003, Heather McKay, formerly assistant to the president for special projects, was promoted to assistant to the president for special projects and program associate. Jeanne D'Onofrio was promoted from assistant to the

president to executive assistant to the president. Li Tan was promoted from junior investment associate to investment associate. Valerie Vitale was promoted to executive assistant from administrative assistant.

2002-2003
Report on Investments

Steady Performance During Volatile Markets

During the last two fiscal years ending September 30, 2003, a period during which world equity markets declined markedly following terrorist attacks on U.S. soil and then rebounded substantially following the U.S. invasion of Iraq, the Corporation's portfolio did extremely well. The performance exceeded that of the Cambridge Associates Over \$1 Billion median¹ and was also able to grow its purchasing power net of spending. The Corporation began the 2002 fiscal year with assets of \$1,710 million and ended the 2003 fiscal year with assets of \$1,822 million, while spending a total of \$186 million during the two fiscal years.

During fiscal 2002, a period when the U.S. market declined almost 19% as measured by the Russell 3000, the Corporation's performance was -1.0%. Conversely, during fiscal 2003 when the U.S. equity market was up 25.9%, the Corporation generated a 19.5% return. These results—outperforming the equity market during a significant downturn while

underperforming during a period of ebullience—are to be expected because of the Corporation's diversified portfolio. Approximately 40% of total assets are invested in world equity markets, with 15% in the U.S. fixed income market. Substantial diversification is derived from meaningful allocations to private real estate (10%), private equity (10%)

¹ The Corporation compares itself with the performance of the Cambridge Associates Over \$1 Billion Universe, which comprises 55 foundations and endowments, as well as with an internal policy benchmark. The policy benchmark is the weighted average of the policy weighting for each asset class in the portfolio multiplied by the benchmark performance for that asset class.

and absolute return strategies (21%). The Corporation's managers also added value by outperforming their respective benchmarks during this period.

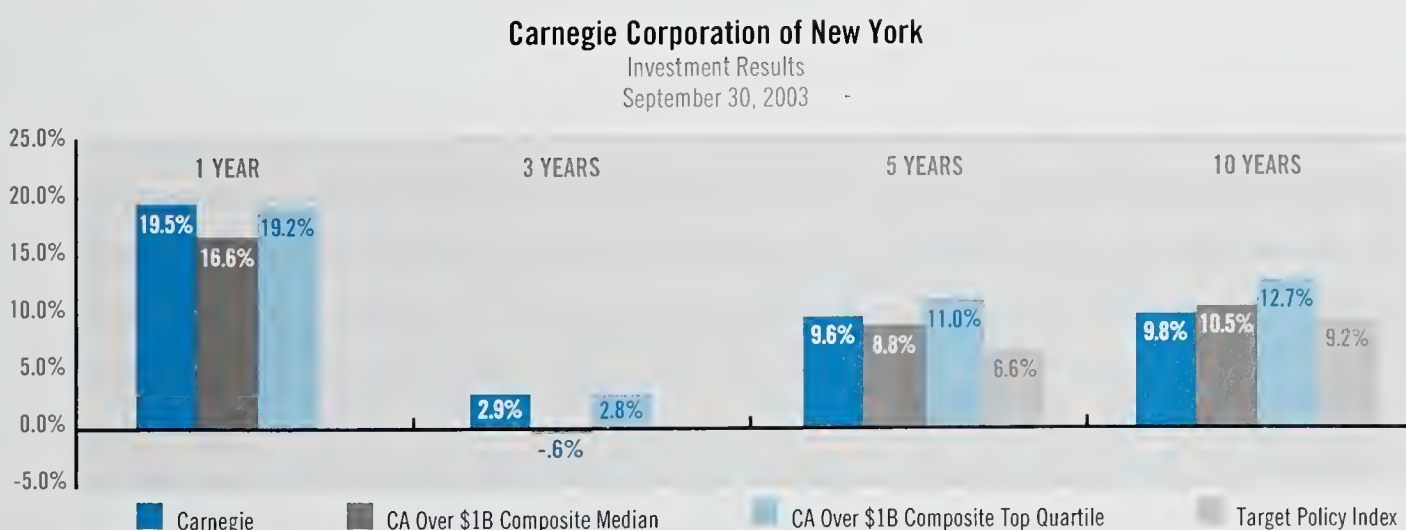
Over the past five years, a very difficult period for many institutional investors, we are pleased to report strong annualized performance of 9.6%, outperforming the Cambridge Associates Over \$1 Billion median of 8.8%. Over the past ten years, the Corporation generated an annualized return of 9.8%, increasing the total market value of its assets from \$1,170 million to \$1,822 million, while spending \$738 million.

The Corporation's spending policy, implemented in 1999, is 5.5% of the trailing 12-quarter average market value. During the recent market downturn, when many foundations lost purchasing power and had to pare back programs and spending, the Corporation was fortunate to be able to maintain spending because of its well-diversified asset base and strong manager performance.

The Corporation's asset allocation as of September 30, 2003, is illustrated below.

Asset Class	Market Value (\$Millions)	Actual Allocation	Policy Allocation
Domestic Equity	\$ 357.4	19.6%	20.0%
International Equity	\$ 391.5	21.5%	19.5%
<i>Developed Markets</i>	\$ 244.5	13.4%	13.0%
<i>Emerging Markets</i>	\$ 147.0	8.1%	6.5%
Fixed Income	\$ 238.7	13.1%	14.0%
Absolute Return	\$ 391.6	21.5%	21.5%
Private Equity	\$ 189.2	10.4%	11.5%
Real Estate	\$ 192.8	10.6%	12.5%
Cash	\$ 61.6	3.4%	1.0%
Total Portfolio	\$ 1,822.7	100.0%	100.0%

The Corporation's investment performance over the decade ending September 30, 2003, is illustrated below.



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Trustees*

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* Through June 2004, including fiscal years 2002 and 2003

¹ Through 2/7/02

² Through 2/7/02

³ Through 5/21/03

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SAM NUNN, BRUCE M. ALBERTS, THOMAS R. PICKERING

LEFT TO RIGHT, FRONT:

OLARA A. OTUNNU, RICHARD W. RILEY, VARTAN GREGORIAN,
FIONA DRUCKENMILLER, HELENE L. KAPLAN

NOT PICTURED: JAMES B. HUNT, JR., AND WILLIAM A. OWENS

⁴ Through 2/5/04

⁵ Through 3/24/03

⁶ Through 2/5/04

⁷ Through 2/6/03

Staff

Staff*

178

PATRICIA AQUINO-MACRI, *Executive Assistant*

DEANA ARSENIAN, *Chair, International Peace and Security*

ROOKAYA BAWA, *Program Officer, International Development Program*

CAROLYN BIDO, *Mail Clerk and Office Assistant*

RICK BROWN, *Systems Technician*

K. NILES BRYANT, *Investment Associate*

JENNIFER CHENG, *Student Intern*

ROSE MARIE CHIN, *Receptionist and Switchboard Operator*

DENISE A. CLARE, *Controller*

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MAUDE DARUCAUD-BATES, *Information Systems Support Specialist*

NATASHA DAVIDS, *Administrative Assistant*

STEPHEN J. DEL ROSSO, JR., *Senior Program Officer, International Peace and Security*

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JEANNE D'ONOFRIO, *Executive Assistant to the President*

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ERIKA ESPINAL, *Staff Assistant*

DANIEL FALLON, *Chair, Education Division*

ARMANDA FAMIGLIETTI, *Associate Corporate Secretary and Director of Grants Management*²

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OLGA FOMITCHEVA, *Staff Assistant*³

RUTH FRANK, *Office Manager*

CYNTHIA GIBSON, *Program Officer, Strengthening U.S. Democracy*

CATHERINE GIRÓN PINO, *Deputy Director, Urban High School Initiatives, Education Division*

BARBARA GOMBACH, *Program Associate, Education Division*

NEIL R. GRABOIS, *Vice President and Director for Strategic Planning and Program Coordination*

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VARTAN GREGORIAN, *President*

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LORETTA HARRIS, *Director of Information Systems*

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DEE HOLDER, *Director of Human Resources*

MEREDITH B. JENKINS, *Senior Investment Associate*

ANDREA JOHNSON, *Program Officer, International Development*

AMBIKA KAPUR, *Coordinator for Public Affairs and Media Relations*

SUSAN KING, *Vice President, Public Affairs*

JEAN R. LARAQUE, *Senior Accountant*

ELEANOR LERMAN, *Director of Public Affairs and Publications*

ARIANE LEUNG, *Executive Assistant*

ADAM D. LIEBLING, *Grants Associate*

* Through June 2004, including fiscal years 2002 and 2003

¹ Through August 2003

² Through December 2002

³ Through August 2003

GERALDINE P. MANNION, *Chair,
Strengthening U.S. Democracy*

NIDIA MARTI, *Executive Assistant*

NARCISO MATOS, *Chair, International Development*

HEATHER S. MCKAY, *Assistant to the President
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PATTI PAGNOTTA, *Executive Assistant*

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CARMELLA A. RICHARDS, *Administrative Assistant*

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PATRICIA L. ROSENFELD, *Chair, Carnegie Scholars
Program, and Special Advisor to the Vice President
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ROBERT J. SEMAN, *Director of Finance*

EDWARD SERMIER, *Vice President and
Chief Administrative Officer and Corporate Secretary*

RON SEXTON, *Librarian and Online Researcher*

JUNE SHAND, *Executive Assistant*

SVETLANA SHENKER, *Accounts Payable Coordinator*

D. ELLEN SHUMAN, *Vice President and
Chief Investment Officer*

AIMÉE SISCO, *Associate Editor*

LAURA J. SMITH, *Executive Assistant*

CONNIE SOLOMON, *Program Assistant*⁵

SHANA SORHAINDO, *Grants Assistant*

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and Special Advisor to the President*

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RIKARD TREIBER, *Grants Manager*

MAGGIE VARGAS, *Executive Assistant*⁶

VALERIE VITALE, *Executive Assistant*

GRACE WALTERS, *Coordinator for Dissemination
and Media Programs*

CONSTANCIA WARREN, *Senior Program Officer
and Director, Urban High School Initiatives,
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TERRY WELCH, *Administrative Assistant*

SARA K. WOLPERT, *Executive Assistant*

SHARON ZAKS, *Administrative Assistant*⁷

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DESIGN: RE:CREATIVE, NEW YORK, NY

PRINTING: UNIVERSAL PRINTING COMPANY,
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PHOTOGRAPHY: PAGE 175, DENNIS MILBAUER

⁴ Through May 2004

⁵ Through June 2003

⁶ Through January 2004

⁷ Through June 2004

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